

DRAFT PERFORMANCE PLAN**MUNICIPAL MANAGER****CITY OF UMHLATHUZE**

This plan defines the Council's expectations of the Municipal Manager (MM) in accordance with the Municipal Manager'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 by the Mayor (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 **Municipal Manager** (MM):

Date: 2012-07-31

Signed by the **Mayor** on behalf of Council:

Date: 2012-07-31

1. POSITION PURPOSE

The Municipal Manager is required to:

- (i) lead and direct the administration of the Municipality through effective strategies to fulfil the objects of local government provided for in the Constitution, 1996 and any other legislative framework that governs local government.
- (ii) fostering relationships between the municipal council and the administrative arm of the municipality as well as other key stakeholders; and
- (iii) creating an environment that defines the purpose and role of local government as a means to involve people in shaping the future of communities.

As the head of administration and the accounting officer of the municipality, the Municipal Manager is responsible and accountable for and performs the following functions:

- (i) good governance and public participation;
- (ii) sustainable infrastructure and basic service delivery;
- (iii) local economic development;
- (iv) municipal transformation and organisation development; and
- (v) municipal financial viability and management.

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 Mayor may request input from agendas, minutes and “customers” on the Municipal Manager’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 Municipal Manager’s performance since they have worked closely with him on some or all aspects of his job.
3. The Municipal Manager 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 Municipal Manager to provide a rating for himself for the final assessment against the agreed objectives in the column provided in the KPA scorecard.
5. The Municipal Manager 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 Municipal Manager 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 Municipal Manager’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 Municipal Manager will be based on the following rating scale for KPA's:

Terminology	Description	Rating Level
Outstanding Performance	Performance far exceeds the standard expected of the MM at this level. The appraisal indicates that the MM 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 MM 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 MM 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 MM 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 MM has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The MM 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 Municipal Manager on the applicable CCR's will be based on the rating scale as reflected in section 4 of the performance plan.
12. The Mayor and the Municipal Manager to prepare and agree on a personal development plan (PDP) for addressing developmental gaps.
13. The Mayor and Municipal Manager 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 2011/2012 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 Municipal Manager is directly accountable for the following IDP Programmes directly linked to the IDP Framework for the 2011/2012 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)		
						1.1.1.1	Municipal Public Accounts
				1.1.2	Integrated Development Planning		
						1.1.2.1	Strategic Planning, Business Planning, City Development Strategies
				1.1.3	Performance Management		
						1.1.3.1	Organisational Performance
						1.1.3.2	Individual Performance
						1.1.3.3	Community Satisfaction
				1.1.4	Public Communications		
				1.1.5	Special Projects		
		1.2	Corporate Services				
		1.3	Councillors				
		1.4	Public Safety and Security Services (Public Safety)				

National Key Performance Area	Developmental Strategies	IDP No	Strategic Objectives	IDP No	Programmes	IDP No	Sub Programmes/Projects
Basic Service Delivery & Infrastructure Development	Sustainable Infrastructure and Service Provision	2.1	Water and Sanitation				
		2.2	Electricity Supply Services				
		2.3	Transport, Roads and Storm-water				
		2.4	Health and Cleansing				
		2.5	Engineering Support Services				
				2.5.1	Engineering Projects Management and Implementation		
		2.6	Recreation and Environmental Services				
Local Economic Development	Social and Economic Development	3.1	Local Economic Development				
		3.2	Urban and Rural Planning				
				3.2.2	Spatial and Environmental Planning, Human Settlements		
		3.3	Economic Development Facilitation				
Municipal Institutional Development & Transformation	Institutional Development	4.1	Human Resource and Industrial Relations Services				
				4.1.1	Personnel Administration, Recruitment and Placement		
		4.2	Information, Communications and Technology Services				
		4.3	Municipal Offices/Depots/Land				
Municipal Financial Viability & Management	Sound Financial Management	5.1	Expenditure				
				5.1.1	Budget and Financial Management		
						5.1.1.1	Budget and Financial Control
				5.1.2	Expenditure and Cash Management		
		5.2	Revenue				
				5.2.2	Revenue Enhancement		
		5.3	Supply Chain Management				

4. KEY PERFORMANCE AREA SCORECARD

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				MM SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5	
							Q1	Q2	Q3	Q4			
GOOD GOVERNANCE													
Formation and development of economic, effective and efficient administration	1.1.1	1.1.2	Manage and coordinate the process for the annual review and amendment of the IDP by 30 June 2013	30 June 2013	6	a) Copy of item submitted to Council with agenda b) Minutes of Council meeting and relevant resolution approving annual IDP	<u>Target:</u> Ensure submission of the IDP review process Plan	<u>Target:</u> Ensure Public participation sessions held for IDP review by 30 Nov 2012	<u>Target:</u> Ensure submission of Draft IDP review to Council and KZN CoGTA by 31 March 2013	<u>Target:</u> Ensure submission of Final IDP for approval by Council by 30 June 2013			
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>			
	1.1.2	1.1.2	Ensure effective implementation of the adopted IDP and conduct the affairs of the Municipality in the manner with the adopted IDP and report progress through submission of SDBIP to Council	Quarterly to 30 June 2013	4	a) Copy of item together with quarterly progress report on SDBIP to Council b) Copy of Resolution taken by Council	<u>Target:</u> Ensure revision of targets Component 3 of SDBIP by 31 July 2012	<u>Target:</u> First Quarterly SDBIP report to Exco by 31 October 2012	<u>Target:</u> Second Quarterly SDBIP report to Exco by 31 January 2013	<u>Target:</u> Third Quarterly SDBIP report to Exco by 30 April 2013			
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>			
To ensure the implementation of effective Performance management system	1.2.1	1.1.3.1	To establish and effect mechanisms to monitor and review adopted performance management	Quarterly to 30 June 2013	8	a) Copy of item together with quarterly progress report on OPMS to Performance Audit Committee b) Copy of Resolution by Council	<u>Target</u> Finalisation of organisational key performance Indicators for measuring performance with regard to Municipal development priorities set out in the IDP	<u>Target</u> Consultation with stakeholders through Ward committee system and through newsletters and publications	<u>Target</u> Undertake the process of monitoring, evaluation and review performance and ensure that the results thereof are Audited	<u>Target</u> Compile and finalise Annual report			
							<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)				MM SCORE	EVAL PANEL SCORE
							Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
	1.2.2	1.1.3.1	Ensure the revision of the Organisational Management Policy, framework and processes and ensure alignment with IDP and organisational structure for implementation by 30 Sep 2012.	30 Sep 2012	4	a) Copy of item and OPMS Policy, Framework document submitted to Council for approval b) Resolution of approval of Policy c) Copy of item and IDP Framework document submitted to Council for approval d) Resolution of approval of amended IDP framework e)	<u>Target:</u> Ensure submission of items to Council for approval of OPMS Framework/Policy and IDP framework <u>Achievements:</u>	<u>Target:</u> Ensure implementation of OPMS framework/Policy and submission of amended IDP framework to KZN CoGTA and publishing on Council's web-site <u>Achievements:</u>	<u>Target:</u> <u>Achievements:</u>	<u>Target:</u> Ensure commencement of review of OPMS Policy/framework for 2013/2014 <u>Achievements:</u>		
	1.2.3	1.1.3.1	Ensure that Performance Plans for 2012/2013 are in place and signed in terms of the performance regulations by 31 July 2012.	31 Jul 2012	2	a) Copies of signed Performance Plans by the authorised officials by 31 July 2012 b) Proof of Submission to the Office of the MEC c) Confirmation of date published on Council's web-site	<u>Target:</u> 6 x Performance Agreements and Plans approved by Council and signed by 31 July 2012 Copies of signed Performance Agreements and Plans published on Councils Website and Copies sent to the MEC by 17 August 2012 <u>Achievements:</u>	<u>Target:</u> <u>Achievements:</u>	<u>Target:</u> <u>Achievements:</u>	<u>Target:</u> Ensure draft Performance agreements and plans for 2013/2014 prepared within 14 days after approval of the budget <u>Achievements:</u>		
	1.2.4	1.1.3.1	Report on completed 2011/12 financial year's performance evaluation results of senior managers via the Performance Audit Committee to Council by 28 September 2012.	28 Sep 2012	2	a) Item to Council via Performance Audit Committee	<u>Target:</u> Item to Council by 28 September 2012 <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)				MM SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
	1.2.5	1.1.3.1	Report on mid 2012/13 financial year's performance assessment results of Deputy Municipal Managers to the Performance Audit Committee by 28 February 2013.	29 Feb 2013	2	a) Copy of item and report to Performance Audit Committee with supporting evidence of results	<u>Target</u>	<u>Target</u>	<u>Target</u> Mid- Year report to Performance Audit Committee by 28 Feb 2013	<u>Target</u>		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
To develop a culture of a Municipal Governance that compliments formal representative Government with a system of public/community participatory governance	1.3	1.1.4 and 1.3.1	Encourage and create conditions for local community to participate in the affairs of the Municipality	Quarterly to 30 June 2013	2	a) Copies of articles published to invite community to ward committee meetings b) Record of attendance registers of ward committee meetings	<u>Target</u> Ensure full participation of all relevant stakeholder in the affairs of the municipality	<u>Target</u> To build capacity of stakeholders including community, councillors and staff to foster community participation	<u>Target</u> Establish mechanisms, process and procedures to enhance participation taking into account the special needs of people who cannot read or write people with disabilities, woman and other disadvantaged groups.	<u>Target</u> Ensure full participation of all relevant stakeholder in the affairs of the municipality		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
To provide an independent objective assurance and consulting activity designed to add value on business processes, organisational objectives and internal controls	1.4	1.1	To promote good governance and achieving clean Audit	Quarterly to 30 June 2013	6	a) Copy of item and report to Council for the approval of risk based audit plan b) Copy of Council Resolution for appointment of firm for performing the Internal Audit function	<u>Target</u> Creating a risk based Audit plan	<u>Target</u>	<u>Target</u>	<u>Target</u>		
							<u>Achievements:</u> Appoint Qualified Audit firm for the purpose of internal Audit	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
					36							

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				MM SCORE	EVAL PANEL SCORE	
							Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5	
BASIC SERVICE DELIVERY													
Provision of efficient and effective service delivery to the community	2.1	4.1.1	To report percentage progress on provision of basic services to the community 1. Water & sanitation 2. waste removal 3. electricity and 4. Human settlements in terms of the OPMS Scorecard (DMS 804046 – Annexure A1) and report quarterly progress to Council	Quarterly to 30 Jun 2013	14	a) List of approved projects to increase services in the various areas approved by Council b) List of services per type provided to communities in areas in addition to existing numbers as at 30 June 2012 with supporting evidence of account numbers or other information	<u>Target:</u> Ensure Council approval of OPMS Scorecard targets on DMS 804046 by 30 Sept 2012	<u>Target:</u> Quarter one report on OPMS Scorecard achievements on DMS 804046	<u>Target:</u> Quarter two report on OPMS Scorecard achievements on DMS 804046	<u>Target:</u> Quarter three report on OPMS Scorecard achievements on DMS 804046			
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>			
					14								
SOCIAL AND ECONOMIC DEVELOPMENT													
Revision of the Spatial Development Framework	3.1	3.2.2	Ensure the review of Spatial Development Framework by 31 March 2013	31 Mar 2013	4	a.)Copies of items and quarterly progress reports together with supporting information to Council on b.)Spatial Development Framework c.)Relevant council resolutions adopting the report	<u>Target:</u> Ensure Initiation of the Technical review	<u>Target:</u> Ensure Stakeholders Consultation	<u>Target:</u> Ensure the adoption of the reviewed SDF for the next five years by Council	<u>Target:</u>			
							<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)				MM SCORE	EVAL PANEL SCORE
							Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
To enhance and promote the lively hoods and better the lives of the community of uMhlathuze Municipality	3.2	3.1	To stimulate social and economic growth and development within the City of uMhlathuze by 30 June 2013	30 Jun 2013	4	a) Copy of item to Council on social and economic community development b) Copy of resolution taken Council on progress	<u>Target:</u> Consolidate a list of projects within the budgetary constraints with a potential to address the economic needs of the community	<u>Target:</u> Foster strategic partnerships with established commercial agricultural interests also with Government and emerging farmers, stakeholders as well as entrepreneurs	<u>Target:</u> Promote contractor development and informal trader management and to contribute towards the implementation of the BBBEE.	<u>Target:</u> Improve the effectiveness of the EPWP programme within the City		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
Implementation of uMhlathuze low-income housing project	3.3	3.2.4	Ensure construction of at least 30 houses per month. Submit quarterly progress reports to Council	Quarterly to 30 Jun 2013	6	a) Copy of the beneficiaries list	<u>Target:</u> 90 houses Approved Beneficiary list	<u>Target:</u> 90 houses Approved Beneficiary list	<u>Target:</u> 90 houses Approved Beneficiary list	<u>Target:</u> 90 houses Approved Beneficiary list		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
					14							
INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION												
To manage the organisation in an economical, effective and efficient administration	4.1	4.1	To develop for Council's approval the following: 1. Human Resource Development	30 June 2013	12	a) Copies of the reviewed strategies, plans and policies approved by Council with applicable C/Res b) Copy of reports with supporting	<u>Target:</u> Finalisation and adoption of Human Resource Development Strategy	<u>Target:</u> Development and adoption of Succession Planning Policy	<u>Target:</u> Review and development of equity targets	<u>Target:</u> Review of the Skills Development Plan to cater for capacitation of Councillors and budget accordingly		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				MM SCORE	EVAL PANEL SCORE	
											Rating 1 2 3 4 5	Rating 1 2 3 4 5	
							Q1	Q2	Q3	Q4			
and direct its resources and capacity towards the achievement of a mission and vision of the organisation.			Strategy 2. Succession Planning Policy 3. Review of Employment Equity Plan 4. Review Skills Development Strategy			documentation to Council with copy of C/Res noting recommendations	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>			
					12								
SOUND FINANCIAL VIABILITY AND MANAGEMENT													
To effectively, Efficiently and Economically manage the finance of the Municipality	5.1	5.1.1	Ensure approval of 2013/2014 budget which is credible, transparent and accurate in accordance with the Municipal Finance Management Act by 31 May 2013	31 May 2013	4	a) Copy of 2013/2014 final budget with item to Council in terms of the MFMA b) Copy of Council resolution approving the final budget	<u>Target:</u>	<u>Target:</u>	<u>Target:</u>	<u>Target:</u>			
								Submit Draft Budget to Council for approval by 31 March 2013		Submit Final Budget to Council for approval by 31 May 2013			
	5.2	5.1.1.1	Ensure implementation of the Budget as approved by Council	Quarterly to 30 June 2013	4	a) Copy of item together with quarterly financial report to Council b) Copy of Promis accounting system figures to support quarterly SDBIP figures	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>			
								Submit quarterly Budget report to council		Submit quarterly Budget report to council			
								Submit quarterly Budget report to council	Submit quarterly Budget report to council	Submit mid-year and performance assessment report for approval by 31 Jan 2013	Submit 2013/2014 SDBIP to Council for approval		
							<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)				MM SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
	5.3	5.2.2	Develop revenue enhancement strategy and effectively manage the revenue of the Municipality	Quarterly to 30 June 2013	4	a) Copy of item with strategy to Council b) Copy of resolutions	<u>Target:</u>	<u>Target:</u> Develop, maintain an implement a credit control and Debt collection policy to provide for credit control and debt collection procedure and mechanisms	<u>Target:</u>	<u>Target:</u> Review current revenue management business model and process applied and develop revenue turnaround strategy		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
	5.4	5.1.2 and	To effectively manage the Expenditure of the Municipality	Quarterly to 30 June 2013	4	a) Copy of the annual review report on SCM together with supporting documentation to verify accuracy of figures b) Copy of item to Council with recommendations c) Copy of resolution d) Evidence that SCM policy is communicated with all relevant stakeholders e) Copy of item together with quarterly financial report to Finance Portfolio Committee and Exco f) Copy of Promis accounting system figures to support quarterly SDBIP figures	<u>Target:</u> Finalisation and submission of SCM policy to council for approval Ensure submission of in-year reports in terms Section 71 of MFMA reporting <u>Ensure that all valid payment are processed</u>	<u>Target:</u> Ensure that approved SCM is communicated to all relevant stakeholders Ensure submission of in-year reports in terms Section 71 of MFMA reporting <u>Ensure that all valid payment are processed</u>	<u>Target:</u> Ensure submission of in-year reports in terms Section 71 of MFMA reporting <u>Ensure that all valid payment are processed</u>	<u>Target:</u> Ensure submission of in-year reports in terms Section 71 of MFMA reporting <u>Ensure that all valid payment are processed</u>		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
Ensure compliance with conditional	5.5	5.1.2	Ensure 100% spending on MIG funding as per	30 June 2013	4	a) Copies of quarterly report	<u>Target:</u>	<u>Target:</u>	<u>Target:</u>	<u>Target:</u> 100% expenditure spending		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				MM SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
Grants business plan as approved by CoGTA			approved business plan by CoGTA by the 30 June 2013 and report quarterly progress to Council									
Ensure Reduction of costs to the organisation	5.6	5.1.1.1	Ensure implementation of 5% cost savings initiatives / strategies by 30 June and reporting quarterly progress via the Finance Portfolio Committee to Council	Quarterly to 30 Jun 2013	4	a) Copy of item to Council	<u>Target:</u> Quarterly report	<u>Target:</u> Quarterly report	<u>Target:</u> Quarterly report	<u>Target:</u> Quarterly report		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
					24							
TOTAL					100							

4. CORE COMPETENCY REQUIREMENTS FOR THE MUNICIPAL MANAGER (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.	Fully competent performance.	Noticeably better than competent performance.	Distinguished performance, obvious to all.

Core Competency requirement		Description / Definition	V (Choice)	Observation / Comment	Weight	Rating 1 2 3 4 5
A	Core Managerial Competency					
1	Financial Management	Skills required to measure the general financial processes within the Municipal Manager's area of responsibility. This includes planning documents, budgets, research, delegations and authorisations. It involves being able to apply limits stipulated in budgets. It requires reporting when things do not go according to plan and then requires the appropriate corrective action to be taken.	Compulsory		15	
2	People Management and empowerment	This is about how the Municipal Manager leads a group of people so that they work well together as a team. This means holding regular meetings (that have set agendas and objectives) with his team so that information can be shared and so that the team is aware of decisions that may affect them. It involves sharing out the workload so that team members' skills are used appropriately and so that the work is evenly spread amongst team members. It involves making sure that the team has the necessary tools and resources in order to do their work. It involves motivating the team so that they are committed to achieving the goals of the department and ultimately the municipality.	Compulsory		15	
3	Client Orientation and Customer Focus	Whether providing a service to an internal or external customer this means trying to find out what the needs of the customers are and then meeting these needs. At a minimum employees are required to react to customer needs by following up on queries, keeping promises, keeping the customer up to date, being friendly and helpful and solving problems quickly and without argument. Ideally all employees, especially those at a management level are required to be proactive by trying to understand the underlying needs of the customer and providing an appropriate service based on these underlying needs.	Compulsory		15	

Core Competency requirement		Description / Definition	V (Choice)	Observation / Comment	Weight	Rating 1 2 3 4 5
A	Core Managerial Competency					
4	Change Management	In order to be successful and to meet our service delivery requirements it is essential that all employees co-operate and communicate with each other. This is measured by the extent to which an employee does his/her share of the work; helps out in times of crisis, supports decisions taken by the municipality, makes an effort to communicate with team members so that he/she knows what is going on in other areas besides his/her own and provides information to others on what he/she is doing. At a management level employees are required to facilitate a friendly working environment where co-operation is encouraged, where conflicts are resolved quickly and amicably and where information is communicated so that there is a common knowledge and understanding of municipality activities.	Choice		6	
5	Programme and Project Management	Skills required to plan and organise an activity so that a specific goal is achieved. This requires setting priorities and allocating time and resources. It involves being aware of the interrelationships among activities in a project and then planning tasks and resource allocation accordingly. It requires being able to work effectively under short deadlines.	Choice		6	
6	Service Delivery Innovation	All employees are required to set goals and to achieve these goals so that the overall objectives of the municipality can be met. They are also required to look for new and better ways of doing things in order to improve speed, efficiency, quality, service and/or cost effectiveness. This involves setting goals, preparing plans to achieve these goals, implementing the plans and monitoring progress against these plans.	Choice		6	
7	Honesty and Integrity	This is about being open, transparent and honest in all dealings. It is about keeping promises that you make and about working within the policies, procedures and authorised delegations of Council.	Choice		7	
Total Core Managerial Competency Score					70	

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 Municipal Manager'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		15	
Total Core Occupational Competency					30	
Total Core Competency					100	

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

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

6. LINK TO REWARD

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

DRAFT UMHLATHUZE ORGANISATIONAL PERFORMANCE SCORECARD 2012/2013											
IDP Ref	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Unit of Measure	Baseline 2011/2012		2012/2013		2012/2013		Annual
					Target	Actual DMS 716929	Q1 & Q2	Q3 & Q4	Q1 & Q2	Q3 & Q4	
							Target Q1	Target Q2	Target Q3	Target Q4	Target 2013
1.1.4	Good Governance, Community Participation and Ward Committee Systems	Public Participation	Public meetings(IDP,Budget, and Ward Committee public meetings)	Number of meetings	330	341	32	39	43	33	147
		Public Participation	Number of ward committee management meetings held	Number of meetings	New	New	90	60	90	90	330
1.1.4		Stakeholder Liaison	Stakeholder meetings	Number of meetings	3	4	3	4	5	5	17
1.2.2		Policy Development	Compliance with all legal prescripts	Percentage of compliance	100%	100%	100%	100%	100%	100%	100%
2.1	Basic Service Delivery and Infrastructure Development	Access to Water	Households with access to basic water	Number of Households 2011 / 2012 total number 82972	72660	71660	71660	72160	72410	72660	72660
			% Households with access to basic water	% Households with access to basic water 2011 / 2012 total number 82972 revised	87.57%	86.37%	86.37%	86.97%	87.27%	87.57%	87.57%
2.1			New Water Connections	Number of new connections	458	0	0	500	250	250	1000
2.1		Access to Sanitation	Households with access to basic sanitation	Number of Households 2011 / 2012 total number 82972 revised	49013	48050	50050	51050	51550	52050	56670
2.1			% Households with access to basic sanitation	% Households of with access to basic sanitation 2011 / 2012 total number 82972 revised	59.07%	57.91%	60.32%	61.53%	62.13%	62.73%	68.30%
2.1			New sanitation connections	Number of new connections	4500	3537	2000	1000	500	500	4000
2.2		Access to Electricity	Households with access to electricity	Number of Households	32996	31483	31517	31517	31617	0	31617
2.2			New Electrical Connections	Number of new connections	120	599	34	0	100	0	134

DRAFT UMHLATHUZE ORGANISATIONAL PERFORMANCE SCORECARD 2012/2013											
IDP Ref	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Unit of Measure	Baseline 2011/2012		2012/2013				
					Target	Actual DMS 716929	Q1 & Q2		Q3 & Q4		Annual
							Target Q1	Target Q2	Target Q3	Target Q4	Target 2013
2.4.1	Basic Service Delivery and Infrastructure Development	Access to Solid Waste	Households with access to waste disposal services	Number of Households / 2012 total number 82972 revised	56086	59187	59187	59487	60187	61187	61187
2.4.1			% Households with access to waste disposal services	% Households / 2012 total number 82972 revised	68%	71.3%	71.3%	71.7%	72.5%	73.7%	73.7%
2.4.1			New households with access to weekly waste disposal services	Number of new households	1200	281	0	300	700	1000	2000
2.1		Free Basic Services	Households with access to free basic water	Number of Households	72660	71660	71660	72160	72410	72660	72660
2.1			Households with access to free basic sanitation	Number of Households	19908	15445	17445	18445	18945	19445	19445
2.2			Households with access to free electricity	Number of Households	570	602	158	158	158	158	632
2.3		Access to roads	Kilometres of tarred roads established	Number of km	0	0	0	0	0	0	0
2.3			Kilometres of gravel roads established	Number of km	24	6.1	3	3	3	3	12
2.3			Kilometres of roads maintained	Number of km	800	995	150	150	150	150	600
2.5.5		Community and Public Facilities	New facilities provided	Number of facilities	3	1	0	0	0	0	0
2.5.5			Upgraded facilities provided	Number of facilities	0	2 sports facilities in process	0	0	3 Sport Facilities	1 Renovate Beach Facility 1 Thusong Centre 5 Halls	10
	Local Economic Development	Human Settlements	Number of Hostel units refurbished	Number of units	90	0	18	54	18	0	90
3.2.4			Number of new low-cost Houses built	Number of units	New	New	90	90	90	90	360
3.1.1		Development of Prioritised Groups	Capacity Building Initiatives undertaken	Number of Initiatives	4	9	0	1	0	1	2
3.1		Special Projects	Special projects planned	Number of projects	6	1	0	1	1	0	2
3.1		Promotion of Local Economy	Jobs created through the municipality's LED initiatives	Number of jobs	265	119	0	20	70	30	120
3.1			Jobs created through the municipality's Capital Projects	Number of jobs	750	169 at Q3	120	80	180	220	520

DRAFT UMHLATHUZE ORGANISATIONAL PERFORMANCE SCORECARD 2012/2013											
IDP Ref	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Unit of Measure	Baseline 2011/2012		2012/2013				
					Target	Actual DMS 716929	Q1 & Q2		Q3 & Q4		Annual
							Target Q1	Target Q2	Target Q3	Target Q4	Target 2013
4.1	Municipal Transformation and Institutional Development	Human Resources Management	Number of black staff employed in management (level 15 >)	Number of black staff	79	77	5	1	2	0	77 + 8 = 85
4.1			Women employed by the municipality	Number of women	881	656	0	0	3	0	656 + 3 = 659
4.1			Youth employed by the municipality	Number of youth	TBA	558	10	15	15	0	558 + 40 = 598
4.1			Disabled staff employed by the municipality	Number of staff	40	3	0	0	2	0	3 + 2 = 5
4.1			Budget Spent on Workplace Skills Plan (cumulative)	Percentage Spent on budgeted amount	100%	59.33%	25.00%	25.00%	30.00%	20.00%	100%
4.1			% Operating Budget spent on implementing Workplace Skills Plan	Skills levy / Salaries budget x 100 = percentage (Target 1.00% p.a.)	1.00%	0.79%	831025 448465000 =0.185%	831025 448465000 =0.185%	831025 448465000 =0.185%	831025 448465000 =0.185%	3324100 448465000 =0.74%
1.1.3.3		Batho Pele Principles	Community Surveys conducted	Number of surveys	0	0	0	0	1	0	1
1.1.3.2		Performance Management Systems	S57 Performance Agreements	Number of agreements	6	6	6	6	6	6	6
1.1.3		Municipal Turn Around Strategy	Implementation of the National Municipal Turnaround Strategy	% Implemented	100%	100%	100%	100%	100%	100%	100%
5.2	Financial Viability and Financial Management	Revenue Enhancement	Cash collected from customers	R value of revenue collected	1,500,000,000	1,463,556,050	416,500,000	375,732,000	375,928,000	375,928,000	1,544,088,000
5.2			Amount invoiced/billed to customers	R value of invoices raised	1,559,000,000	1,471,349,126	425,000,000	383,400,000	383,400,000	383,400,000	1,575,200,000
5.1.2		Financial management	Debt service payments	R value (cumulative)	182,648,857	164,515,632	10,026,000	88,617,000	98,642,000	177,232,000	177,232,000
5.2			Total revenue received from grants and subsidies	R value	266,485,000	256,277,639	122,966,750	81,904,750	86,771,050	14,791,750	306,434,300
5.1.2			Total of grants and subsidies spent	Total grants and subsidies spent / Total grants and subsidies received x 100 = Percentage spent	100%	107%	100%	100%	100%	100%	100%

DRAFT UMLATHUZE ORGANISATIONAL PERFORMANCE SCORECARD 2012/2013											
IDP Ref	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Unit of Measure	Baseline 2011/2012		2012/2013				
					Target	Actual DMS 716929	Q1 & Q2		Q3 & Q4		Annual
							Target Q1	Target Q2	Target Q3	Target Q4	Target 2013
5.1.1.2	Financial Viability and Financial Management	Debt Control	Debt coverage ratio (cumulative)	(Total operating revenue received - operating grants) / debts service payments (interest & redemption due for the year)	9.26 revised to 9.40	<u>(1773193000-167258000) / 164515632</u> = 9.77%	<u>458366-50072</u> 177232 = 2.31	4.62%	6.93%	9.22%	<u>1838068-204891</u> 177232 = 9.22%
5.2.1.2			Outstanding service debtors to revenue	Outstanding service debtors / revenue actually received for services	130000000 / 1392000000 = 0.09	121700000 1414000000 = 0.09	0.04	0.04	0.04	0.04	0.09
5.1.2.1			Cost coverage ratio (cumulative)	(Available cash at particular time + Investments) / Monthly fixed operating expenditure	0.36 Full year revised to 0.23	188716000 / (1563993000/12) = 1.45	285238000 123000000 = 2.32	197857000 123000000 = 1.61	205832000 123000000 = 1.68%	123896000 123000000 = 1.01%	123896000 123000000 = 1.01%
5.1.1.2		Budgeting and reporting	Total operating budget (revenue)	R value YTD	1,861,269,600	1,773,193,429	48,402,775	48,402,775	48,402,775	48,402,775	193,611,100
5.1.2.2			Total Salaries and Wages budget (including benefits)	R value YTD	407,860,500	391,065,574	112,116,250	112,116,250	112,116,250	112,116,250	448,465,000
5			Compliance with MFMA requirements	Percentage compliance	100%	100%	100%	100%	100%	100%	100%
5.1.2		Expenditure control	Percentage Capital Budget spent on Capital project i.t.o. IDP	Capital Budget amount spent on Capital Projects / Total Capital Budget x 100 = Percentage spent YTD	90%	41.00%	<u>33514700</u> 206483100 = 16 %	<u>101288300</u> 206483100 = 49%	<u>53975400</u> 206483100 = 26%	<u>17704700</u> 206483100 = 9%	100%
5.1.2			Total Operating expenditure	R value YTD	1,859,685,200	1,785,072,917	453,073,450	453,073,450	453,073,450	453,073,450	1,812,293,800

KEY FOR THE MEASURABLE OBJECTIVES:

Priority

Vuna

Additional /Departmental