

**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 2013 to 30 June 2014.

Signed and accepted by the **Municipal Manager** (MM):

Date: 2013-07-31

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

Date: 2013-07-31

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 2013/2014 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 2013/2014 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 – Indicate target met or not met by “X” (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
GOOD GOVERNANCE												
INTEGRATED DEVELOPMENT PLAN												
IDP Goal: Compliance with relevant legislation, policies and guidelines												
Preparation of credible and implementable Integrated Development Plan	1.1	1.1.2	Manage and coordinate the process for the annual review and effective implementation of the adopted IDP 30 June 2014	30 June 2014	8	a) Copy of item submitted to Council with agenda b) Minutes of Council meeting and relevant resolution approving annual IDP	Target:	Target:	Target:	Target:		
							Development and adoption of IDP Review Process Plan	Hold Ward committee IDP meetings	Hold representatives forum meetings	Hold Steering committee meetings		
							Hold Workshops for Ward Committees and CDW's	Hold Public participation sessions IDP review	Submission of Draft IDP review to Council and KZN CoGTA by 28 March 2014	Submission of Final IDP for approval by Council by 30 June 2014		
							Achievements:	Achievements:	Achievements:	Achievements:		
							Target Met / Not met	Target Met / Not met	Target Met / Not met	Target Met / Not met		
PERFORMANCE MANAGEMENT SYSTEM												
IDP Goal: Compliance with relevant legislation, policies and guidelines												
Compilation of a “SMART” Organisational Performance Management	1.2.1	1.1.3.1	To establish and effect mechanisms to monitor and review adopted performance management	Quarterly to 30 June 2014	10	a) Copy of item together with quarterly progress report on OPMS to Performance Audit Committee b) Copy of Resolution by Council	Target	Target	Target	Target		
							Finalisation of organisational key performance Indicators for measuring performance with regard to Municipal development priorities set out in the IDP	Effective implementation of the adopted PMS framework and policy – ensure 100% compliance	Undertake the process of monitoring, evaluation and review performance and ensure that the results thereof are Audited	Ensure preparation of Draft Performance agreements and plans for 2014/2015 prepared within 14 days after approval of the budget		
							Performance agreements and Plans signed by 31 July 2013					
							Plans published on Councils Website and Copies sent to the MEC by 14 August 2013					
							Draft Annual Performance Report of 2012/2013 prepared and submitted to AG by 31 Aug 2013					

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (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		
							Achievements: Target Met / Not met	Achievements: Target Met / Not met	Achievements: Target Met / Not met	Achievements: Target Met / Not met		
	1.2.2	1.1.3.1	Effective functioning Performance Audit Committee/Audit Committee to ensure Performance monitoring and Evaluation.	28 Sep 2013	4	a) Copy of item and minutes of meeting to Council for the 2012/2013 Performance evaluation assessments results b) Minutes of quarterly PA and Audit committee meetings c) Quarterly Performance assessment minutes	<u>Target:</u> Quarterly PA and Audit Committee minutes Quarterly performance evaluation assessment meetings <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Audited and credible quarter 1 performance report submitted to PA Committee and Council Report to Council on completed 2012/13 financial year's performance evaluation results Quarterly PA Committee minutes Quarterly performance evaluation assessment meetings <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Mid- Year report to Performance Audit Committee by 28 Feb 2014 Audited and credible quarter 2 performance report submitted to PA Committee and Council Quarterly PA and Audit Committee minutes Quarterly performance evaluation assessment meetings <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Audited and credible quarter 3 performance report submitted to PA Committee and Council Quarterly PA and Audit Committee minutes Quarterly performance evaluation assessment meetings <u>Achievements:</u> Target Met / Not met		

INTERNAL AUDIT

IDP Goal: Compliance with relevant legislation, policies and guidelines

Internal and External Audit	1.3	1.1	To promote good governance and achieving clean Audit	Quarterly to 30 June 2014	8	a) Copy of item and minutes of meeting to Council for the approval of risk based audit plan b) Minutes of Quarterly Audit Committee meeting	<u>Target</u> Audit plan approved by Audit Committee by 31 August 2013 Audits performed according to the approved audit plan Quarterly Audit committee meetings held Submit minutes to Council <u>Achievements:</u> Target Met / Not met	<u>Target</u> Audits performed according to the approved audit plan Quarterly Audit committee meetings held Submit minutes to Council Ensure that all AG communications are addressed within 3 days (where applicable) <u>Achievements:</u> Target Met / Not met	<u>Target</u> Audits performed according to the approved audit plan Quarterly Audit committee meetings held Submit minutes to Council Ensure that all AG communications are addressed within 3 days (where applicable) <u>Achievements:</u> Target Met / Not met	<u>Target</u> Audits performed according to the approved audit plan Quarterly Audit committee meetings held Submit minutes to Council Ensure that all AG communications are addressed within 3 days (where applicable) <u>Achievements:</u> Target Met / Not met		
-----------------------------	-----	-----	--	---------------------------	---	--	--	--	--	--	--	--

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (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
							Ensure that all AG communications are addressed within 3 days (where applicable)	days (where applicable)		applicable)		
							<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met		
RISK MANAGEMENT												
<i>IDP Goal: Compliance with relevant legislation, policies and guidelines</i>												
Proactively establish programs and processes that support business objectives while protecting the Municipal assets, employees, property, income and reputation, from loss or harm, at the lowest possible cost.	1.4	1.1.1	Maintenance of an on-going process that enables the identification, analysis, evaluation, and treatment of risks that may impact the organization	Quarterly to 30 June 2014	4	a) Copy of risk registers signed after each quarter	<u>Target:</u> Strategic and operational risk registers updated and signed off by each DMM	<u>Target:</u> Strategic and operational risk registers updated and signed off by each DMM	<u>Target:</u> Strategic and operational risk registers updated and signed off by each DMM	<u>Target:</u> Review of Strategic and Operational Risk registers- alignment with budgetary processes for planning for risk mitigation		-
							<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met		
PUBLIC COMMUNICATION												
<i>IDP Goal: Democratic, responsible, transparent, objective and equitable municipal governance</i>												
Effective and efficient community participation mechanisms and processes	1.5	1.1.4	Communicate economic opportunities to all communities of uMhlathuze and externally using any available and affordable platforms.	30 June 2014	4	a) Copies of articles published in the local media b) Copies of monthly uMhlathuze newsletters	<u>Target:</u> Promotional DVD of the area Advertisement on Billboards Publish monthly uMhlathuze newsletters	<u>Target:</u> Market the area around the country Distribution of Municipal Brochures to Corporates and Government institutions Advertisement on Billboards	<u>Target:</u> Market the area around the country Distribution of Municipal Brochures to Corporates and Government institutions Advertisement on Billboards	<u>Target:</u> Market economic and tourism potential of uMhlathuze Municipality at KZN Indaba Tourism Distribution of Municipal Brochures to Corporates and Government institutions		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (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		
								Publish monthly uMhlathuze newsletters	Publish monthly uMhlathuze newsletters	Advertisement on Billboards Publish monthly uMhlathuze newsletters		
							<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met		
					38							
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
<i>IDP Goal: Efficient and integrated infrastructure and services</i>												
Provision of efficient and effective service delivery to the community	2.1	4.1.1	To report quarterly progress to Council 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 861039 – Annexure A1)	Quarterly to 30 Jun 2014	16	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 2013 with supporting evidence of account numbers or other information	<u>Target:</u> Report on the % reduction of Backlog for the previous year on Basic services Utilise 2012/2013 report and new IDP to set realistic targets for the 2013/2014 financial year <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Report on the % reduction of Backlog for the Q 1 on Basic services <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Report on the % reduction of Backlog for the Q 2 on Basic services <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Report on the % reduction of Backlog for the Q 3 on Basic services <u>Achievements:</u> Target Met / Not met		
					16							
SOCIAL AND ECONOMIC DEVELOPMENT												
<i>IDP Goal: Compliance with relevant legislation and policies</i>												
Revision of the Spatial Development Framework	3.1	3.2.2	Ensure the review of Spatial Development Framework by 31 March 2014	31 Mar 2014	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>Achievements:</u> Target Met / Not met	<u>Target:</u> Ensure Stakeholders Consultation <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Ensure the adoption of the reviewed SDF for the next five years by Council <u>Achievements:</u> Target Met / Not met	<u>Target:</u> <u>Achievements:</u> Target Met / Not met		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (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
IDP Goal: Create an environment conducive for economic growth and development												
Provide support to informal economy and SMME sector	3.2	3.1	Stimulate social and economic growth and development within the City of uMhlathuze in terms of Council policy by 30 June 2014	30 Jun 2014	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> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met		
IDP Goal: Integrated urban and rural development												
Development of Integrated Human Settlements	3.3	3.2.4	Report quarterly progress on backlog of development for human settlements to Council.	Quarterly to 30 Jun 2014	6	a) Copy of the beneficiaries list	<u>Target:</u> Construction of 240 houses Approved Beneficiary list	<u>Target:</u> Construction of 270 houses Approved Beneficiary list	<u>Target:</u> Construction of 270 houses Approved Beneficiary list	<u>Target:</u> Construction of 270 houses Approved Beneficiary list		
							<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met		
					14							
INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION												
To manage the organisation in an economical, effective and efficient administration and direct its resources and capacity towards the achievement of a mission and vision of the organisation.	4.1	4.1	To review for Council's approval the following: 1. Human Resource Development Strategy 2. Succession Planning Policy 3. Review of Employment Equity Plan 4. Review Skills Development Strategy	30 June 2014	10	a) Copies of the reviewed strategies, plans and policies approved by Council with applicable C/Res b) Copy of reports with supporting documentation to Council with copy of C/Res noting recommendations	<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 employment equity targets	<u>Target:</u> Review of the Skills Development Plan to cater for capacitation of Councillors and budget accordingly		
							<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met	<u>Achievements:</u> Target Met / Not met		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (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		
							Achievements: Target Met / Not met	Achievements: Target Met / Not met	Achievements: Target Met / Not met	Achievements: Target Met / Not met		
	5.4	5.1.2 and	To effectively manage the Expenditure of the Municipality in terms of Council policy.	Quarterly to 30 June 2014	2	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	Target: Finalisation and submission of SCM policy to council for approval Ensure submission of in-year reports in terms Section 71 of MFMA reporting Ensure that all valid payment are processed	Target: Ensure that approved SCM is communicated to all relevant stakeholders Ensure submission of in-year reports in terms Section 71 of MFMA reporting Ensure that all valid payment are processed	Target: Ensure submission of in-year reports in terms Section 71 of MFMA reporting Ensure that all valid payment are processed	Target: Ensure submission of in-year reports in terms Section 71 of MFMA reporting Ensure that all valid payment are processed		
Ensure compliance with conditional Grants business plan as approved by CoGTA	5.5	5.1.2	Ensure 100% spending on MIG funding as per approved business plan by CoGTA by the 30 June 2014 and report quarterly progress to Council	30 June 2014	4	a) Copies of quarterly report	Target: 22.5% – 25% Achievements: Target Met / Not met	Target: 45% - 50% Achievements: Target Met / Not met	Target: 67.5% - 75% Achievements: Target Met / Not met	Target: 90% - 100% expenditure spending Achievements: Target Met / Not met		
					16							
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.)

UMHLATHUZE ORGANISATIONAL PERFORMANCE SCORECARD 2013/2014																
IDP Ref	Outcome 9	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Unit of Measure	Baseline 2012/2013		SENSUS 2011 and/or 2012 ACTUAL	2013/2014	2013/2014		2013/2014		Responsible Department		
						Adjustment	Actual (Baseline for 2013/2014)		Annual	Q1 & Q2		1/2 Yearly	Q3 & Q4			
								Target	Target	Target Q1	Target Q2	Target	Target Q3	Target Q4		
1.1.4		Good Governance, Community Participation and Ward Committee Systems	Effective and efficient community participation mechanisms and processes	Public meetings (IDP and Budget meetings)	Number of meetings	147	140	N/A	147	32	39	71	32	44	Office of the MM (IDP) Financial Services	
1.1.4				Number of ward committee management meetings held	Number of meetings	330	362	N/A	330	90	60	150	90	90	Corporate Services Ward Committees	
1.1.5				Number of community meetings per ward	Number of meetings	New	New	N/A	120	30	30	60	30	30	Corporate Services Ward Committees	
1.1.4				Stakeholder liaison meetings	Number of meetings	17	17	N/A	17	3	4	7	5	5	Office of the MM	
2.1	Improving access to basic services	Basic Service Delivery and Infrastructure Development	Provision of Water infrastructure	% Households with access to basic water	% Households with access to basic water (82972 revised in Jan 2013 to 86609)	83.89%	84.98%	95.65%	96.23%	95.65%	96.23%	96.23%	96.23%	96.23%	Infrastructure and Technical Services	
2.1				Households with access to basic water	Total number of Households (82972 revised in Jan 2013 to 86609)	72660	73813	82842	83342	82842	83342	83342	83342	83342	83342	Infrastructure and Technical Services
2.1					Number of House Connections	NA	35752	43530	43530	43530	43530	43530	43530	43530	43530	Infrastructure and Technical Services
2.1					Number of Yard Connections	NA	35619	36474	36474	36974	37474	37474	37974	38474	Infrastructure and Technical Services	
2.1					Number of Communal Supply (Standpipes) <200m	NA	1810	2838	1338	2838	2338	2338	1838	1338	Infrastructure and Technical Services	
2.1					Households without Basic Water services (BACKLOG)	Number of Households (Backlog) Communal Supply >200m and no formal service	13949	12996	3767	3267	3767	3767	3767	3267	Infrastructure and Technical Services	
2.1				New Water Connections	Number of new connections	1000	1953	N/A	2000	500	500	1000	500	500	Infrastructure and Technical Services	
2.1			Provision of Sanitation infrastructure	% Households with access to basic sanitation	% Households of with access to basic sanitation (82972 revised in Jan 2013 to 86609)	60.10%	61.96%	77.15%	82.93%	78.31%	79.46%	79.46%	80.62%	82.93%	Infrastructure and Technical Services	
2.1				Households with access to basic sanitation	Total number of Households (82972 revised in Jan 2013 to 86609)	52050	53667	66822	71822	67822	68822	68822	69822	71822	Infrastructure and Technical Services	
2.1					Number of Waterborne Sewerage	NA	32605	43068	43068	43068	43068	43068	43068	43068	Infrastructure and Technical Services	
2.1					Number of VIP's	NA	20853	23754	28754	24754	25754	25754	26754	28754	Infrastructure and Technical Services	
2.1				Households without Basic Sanitation services (BACKLOG)	Number of Households (82972 revised in Jan 2013 to 86609)	New	33151	19787	14787	18787	17787	17787	16787	14787	Infrastructure and Technical Services	
2.1				New sanitation connections	Number of new VIP's	4000	5617	N/A	5000	1000	1000	2000	1000	2000	Infrastructure and Technical Services	
2.1					Number of new waterborne toilets	0	0	N/A	0	0	0	0	0	0	Infrastructure and Technical Services	
2.2				Provision of Electricity infrastructure	Households with access to electricity (uMhlathuze municipal supply)	Number of Households	31617	31667	31667	32367	31842	32017	32017	32192	32367	Infrastructure and Technical Services
			Households without Electricity services - uMhlathuze supply (BACKLOG)		Number of Households (Backlog at Jun 2013 = 1918) IDP Pg 92	New	1918	1918	1594	81	81	162	81	81	Infrastructure and Technical Services	
			Households without Electricity services - ESKOM supply (BACKLOG)		Number of Households (Backlog at Jun 2013 = 8986) IDP Pg 92	New	8986	8986	4958	1240	1239	2479	1240	1239	Infrastructure and Technical Services ESKOM	
2.2					New Electrical Connections	Number of new connections	134	247	247	700	175	175	350	175	175	Infrastructure and Technical Services

UMHLATHUZE ORGANISATIONAL PERFORMANCE SCORECARD 2013/2014															
DP Ref	Outcome 9	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Unit of Measure	Baseline 2012/2013		SENSUS 2011 and/or 2012 ACTUAL	2013/2014 Annual	2013/2014 Q1 & Q2		2013/2014 1/2 Yearly	2013/2014 Q3 & Q4		Responsible Department
						Adjustment Target	Actual (Baseline for 2013/2014)	NEW BASELINE (for 2013/2014 where applicable)	Target	Target Q1	Target Q2	Target	Target Q3	Target Q4	
2.4.1			Provision of Solid Waste Infrastructure	% Households with access to waste disposal services	% Households (82972 revised in Jan 2013 to 86609)	70.3%	68.7%	69.08%	71.39%	69.38%	69.65%	69.65%	70.52%	71.39%	Community Services
2.4.1				Households with access to waste disposal services	Number of Households (82972 revised in Jan 2013 to 86609)	60894	59494	59826	61826	60076	60326	60326	61076	61826	Community Services
2.4.1				Weekly 240 litre bins		New	46326	46326	46326	46326	46326	46326	46326	46326	Community Services
2.4.1				Communal Skips		New	12882	13500	15500	13750	14000	14000	14750	15500	Community Services
2.4.1				Households without Solid Waste Removal services (BACKLOG)	Number of Households (82972 revised in Jan 2013 to 86609)	25715	27401	26783	24783	26533	26283	26283	25533	24783	Community Services
2.4.1				New households with access to weekly waste disposal services	Number of new households	2000	600	N/A	2000	250	250	500	750	750	Community Services
2.1			Free Basic Services	Households with access to free basic water	Number of Households	72680	73613	82842	83342	82842	83342	83342	83342	83342	Infrastructure and Technical Services
2.1				Households with access to free basic sanitation	Number of Households	19445	21061	23754	28754	24754	25754	25754	26754	28754	Infrastructure and Technical Services
2.2				Households with access to free electricity	Number of Households (Municipal supply)	632	573	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Infrastructure and Technical Services
2.2					Number of Households (Eskom supply)	1523	1472	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Infrastructure and Technical Services
2.3		Basic Service Delivery and Infrastructure Development	Provision and Improvement to Public transport facilities and Infrastructure	Kilometres of tarred roads established	Number of km	0	0	600	0	0	0	0	0	0	Infrastructure and Technical Services
2.3				Kilometres of rural gravel roads established	Number of km	12	50	137.9	36	9	9	18	9	9	Infrastructure and Technical Services
2.3				Kilometres of rural gravel roads maintained	Number of km	600	609	120	600	150	150	300	150	150	Infrastructure and Technical Services
2.3				Kilometres of urban gravel roads maintained	Number of km	new	new	20	40	10	10	20	10	10	Infrastructure and Technical Services
2.3				Kilometres of tarred roads maintained	Number of km	600	600	600	600	5	5	10	0	0	Infrastructure and Technical Services
2.3			Stormwater systems and management	Kilometres of Stormwater open drains maintained	Number of Km's	new	new	50	50	50	50	50	50	50	Infrastructure and Technical Services
2.3				Kilometres of Stormwater pipelines maintained	Number of Km's	new	new	300	300	75	75	150	75	75	Infrastructure and Technical Services
2.3				Number of kerb inlets maintained	Number of kerbs	new	new	3076	3076	764	764	1538	769	769	Infrastructure and Technical Services
2.5.5			Provision of community and sports facilities and services, arts and culture	New facilities provided	Number of facilities	0	0	0	4	0	0	0	3	1	Community Services
2.5.5				Upgraded facilities provided	Number of facilities	10	4	4	2	0	1	1	0	1	Community Services
3.2.4	Implementation of Community Works Programme Actions supportive of the human settlement outcome	Local Economic Development	Human Settlements	Number of Hostel units refurbished	Number of units	90	0	0	90	18	36	54	18	18	City Development
3.2.4				Number of new low-cost Houses build (umhlathuze Village and Rural housing projects)	Number of units	720	1448	1448	1050	240	270	510	270	270	City Development
3.1.1			Development of Prioritised Groups	Capacity Building Initiatives undertaken	Number of Initiatives	2	2	2	1	0	0	0	0	1	City Development

UMHLATHUZE ORGANISATIONAL PERFORMANCE SCORECARD 2013/2014																
IOP Ref	Outcome	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure /Unit of Measure	Baseline 2012/2013		SENSUS 2011 and/or 2012 ACTUAL	2013/2014 Annual	2013/2014 Q1 & Q2		2013/2014 1/2 Yearly		2013/2014 Q3 & Q4		Responsible Department
						Adjustment Target	Actual (Baseline for 2013/2014)	NEW BASELINE (for 2013/2014 where applicable)	Target	Target Q1	Target Q2	Target	Target Q3	Target Q4		
3.1			Promotion of Local Economy	Jobs created through the municipality's LED initiatives and Capital Projects	Number of jobs	520	1201	922	669	235	150	385	170	115	Infrastructure and Technical Services	
4.1	Deepen democracy through a refined Ward Committee model	Municipal Transformation and Institutional Development	Human Resources Management	Number of black staff employed in management (level 15 >)	Number of black staff	85	87	N/A	103	3	3	6	3	3	Corporate Services	
				Number of Women employed in the Top Four Management positions(Level 19>)	Number of women	new	new	N/A	4	1	1	2	1	1	Corporate Services	
4.1				Women employed by the municipality	Number of women	659	703	N/A	723	5	5	10	1	1	Corporate Services	
				Number of Youth Employed in the Management positions(level 15>)	Number of youth	new	new	N/A	4	1	1	2	1	1	Corporate Services	
4.1				Youth employed by the municipality	Number of youth	598	655	N/A	679	5	5	10	1	1	Corporate Services	
4.1				People with Disability employed by the municipality	Number of staff	5	9	N/A	12	1	0	1	1	1	Corporate Services	
				Number of EAP programmes Implemented	Number of programmes	new	new	N/A	4	0	2	2	1	1	Corporate Services	
				Development and appropriate taining and assistance to employees	Workplace Skills training programs conducted	new	new	N/A	22	5	5	10	8	4	Corporate Services	
4.1			Budget Spent on Workplace Skills Plan (cumulative)	Percentage Spent on budgeted amount	100%	65%	N/A	100%	25%	25%	50%	25%	25%	Corporate Services		
4.1			% Operating Budget spent on implementing Workplace Skills Plan	Skills levy / Salaries budget x 100 = percentage (Target 1.00% p.a.)	100.00%	3886647 / 897500 = 78%	N/A	3704400 / 50536380 = 73%	926100 / 50536380 = 18,3%	926100 / 50536380 = 18,3%	1852200 / 25258190 = 36,6%	926100 / 50536380 = 18,3%	926100 / 50536380 = 18,3%	Corporate Services		
			Clean and secure working environment	Occupational health and safety initiatives implemented	Number of initiatives	new	new	N/A	4	1	1	2	1	1	Corporate Services	
			Improved relationship between management and Labour	Labour Relations disciplinary cases	Percentage Reduction in outstanding disciplinary cases	new	95%	N/A	95%	95%	95%	95%	95%	95%	Corporate Services	
				Facilitation and preparation of Labour Forum meetings	Number of meetings	new	11%	N/A	11	3	3	6	2	3	Corporate Services	
				Joint team building exercise with organised labour	Number of team building exercises	new	new	N/A	4	1	2	3	1	0	Corporate Services	
1.1.3.3			Batho Pele Principles	Community Surveys conducted	Number of surveys	1	1	N/A	0	0	0	0	0	0	Office of the MM	
1.1.3.2			Performance Management Systems	S57 Performance Agreements	Number of agreements	6	6	N/A	6	6	6	6	6	6	Office of the MM	
1.1.3			Municipal Turnaround Strategy	Implementation of the National Municipal Turnaround Strategy	% Implemented	100%	100%	N/A	100%	100%	100%	100%	100%	100%	All	
5.2	Differentiated approach to Municipal financing, planning and support	Financial Viability and Financial Management	Revenue Enhancement	Cash collected from customers	R value of revenue collected	1,544,088,000	1,656,139,524	N/A	1,659,068,380	417,287,095	417,267,095	834,534,190	417,267,095	417,267,095	Financial Services	
5.2				Amount invoiced/billed to customers	R value of invoices raised	1,575,200,000	1,683,349,716	N/A	1,703,131,000	425,782,750	425,782,750	851,565,500	425,782,750	425,782,750	Financial Services	
5.1.2			Financial management	Debt service payments	R value (non-cumulative)	187,258,000	176,643,000	N/A	184,629,000	9,901,000	88,595,000	88,595,000	98,520,000	184,629,000	Financial Services	
5.2				Total revenue received from grants and subsidies	R value Cumulative	313,934,300	312,508,800	N/A	313,332,400	94,198,100	188,396,800	188,396,800	282,959,300	313,332,400	Financial Services	

UMHLATHUZE ORGANISATIONAL PERFORMANCE SCORECARD 2013/2014															
IDP Ref	Outcome 9	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Unit of Measure	Baseline 2012/2013		SENSUS 2011 and/or 2012 ACTUAL	2013/2014 Annual	2013/2014 Q1 & Q2		1/2 Yearly	Q3 & Q4		Responsible Department
						Adjustment Target	Actual (Baseline for 2013/2014)	NEW BASELINE (for 2013/2014 where applicable)	Target	Target Q1	Target Q2	Target	Target Q3	Target Q4	
5.1.2				Total of grants and subsidies spent	Total grants and subsidies spent / Total grants and subsidies received x 100 = Percentage spent	100%	83%	N/A	100%	100%	100%	100%	100%	100%	Financial Services
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) (x 1000)	1,876,528,204.991 177,232 = 9.44%	1804060- 195157000 177237 = 9.64	N/A	9.63	2.41	4.82	4.82	7.22	9.63	Financial Services
5.2.1.2				Outstanding service debtors to revenue	Outstanding service debtors / revenue actually received for services	0.09	154843895/ 1647668296 = 0.094	N/A	159,761,024/ 1,669,068,380 = 10%	159,761,024/ 417,267,095 = 38%	159,761,024/ 417,267,095 = 38%	159,761,024/ 834,534,190 = 19%	159,761,024/ 417,267,095 = 38%	159,761,024/ 417,267,095 = 38%	Financial Services
5.1.2.1				Cost coverage ratio (cumulative)	(Available cash at particular time + Investments) / Monthly fixed operating expenditure	201,247,000 138,861,000 = 1.45%	280396000/ 150278000 = 1.87	N/A	2.13	2.76	2.51	2.51	3.2	2.13	Financial Services
5.1.1.2			Budgeting and reporting	Total operating budget (revenue)	R value YTD	1,876,525,998	1,941,217,958	N/A	2,091,453,700	522,864,425	1,045,726,850	1,045,726,850	1,568,590,275	2,091,453,700	Financial Services
5.1.2.2				Total Salaries and Wages budget (including benefits)	R value YTD	449,751,900	437,423,707	N/A	509,764,400	127,191,700	254,382,200	254,382,200	361,573,300	508,764,400	Financial Services
5.1.2			Expenditure control	Percentage Capital Budget spent on Capital project i.e. IDP	Capital Budget amount spent on Capital Projects / Total Capital Budget x 100 = Percentage spent YTD	175821000+507260 00 233547000 = 97%	622 273 000 + 48 818 002 / 233 547 000 = 47%	N/A	336,713,300 = 100%	63350300/ 338713300 = 19.3%	134917100+ 63350300/ 338713300 = 39.13%	134917100+ 63350300/ 338713300 = 39.13%	65350300+ 134917100+ 80847100+ 97598800/ 338713300 = 82.99%	65350300+ 134917100+ 80847100+ 97598800/ 338713300 = 100%	Financial Services
5.1.2				Total Operating expenditure	R value YTD	1,829,596,730	1,871,981,376	N/A	1,989,414,100	497,353,525	994,707,050	994,707,050	1,492,060,575	1,989,414,100	Financial Services
KEY FOR THE MEASURABLE OBJECTIVES:															
Priority															
Vuna															
Additional /Departmental															
Comments:															
Access to electricity(New connections): The Quarterly targets and achievements for this KPI are dependent on the number on applications received.															
Free basic Service(Households with access to free electricity): The Quarterly targets and achievements for this KPI are dependent on the number on applications received.															
Basic Services Backlogs: New KPI's added for Households without access to basic water, sanitation and refuse removal services as from March 2013															
Total number of households: The annual targets as reflected in the approved IDP have been revised to adjust the total number of households previously reported from 74269 to the total of 82972 in 2011/2012 aligned with KZN CoGTA statistics and revised in Feb 2013 to 86609															