

**PERFORMANCE PLAN**  
**DEPUTY MUNICIPAL MANAGER CITY DEVELOPMENT**  
**uMHLATHUZE 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 2013 to 30 June 2014.

Signed and accepted by the:

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

Date: 2013-07-31

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

Date: 2013-07-31

## **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:

Terminology	Description	Rating Level
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 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 Deputy Municipal Manager City Development 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)		
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	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with reference to supportive documentation)				DMM CD SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5	
					Q1	Q2	Q3	Q4			
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. quarterly	30 Jun 2014	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 processed  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 70% processed  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 70% processed  <u>Achievements:</u> Target Met / Not met		
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 2014	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>Achievements:</u> Target Met / Not met	<u>Target:</u> 70% of town planning ordinance special consent and rezoning applications processed  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 70% of town planning ordinance special consent and rezoning applications processed  <u>Achievements:</u> Target Met / Not met		
Prepare and finalise the uMhlathuze Land Use Management Scheme (LUMS)	1.3	3.2	Ensure the adoption of Land Use Management System (LUMS) by Council by 31 Dec 2013 and allow for possible appeals and amendments to the LUMS	30 Jun 2014	6	a) Advertisement of Public Participation b) Report to Council for adoption c) Notices for intention to appeal d) Report on possible amendments to the scheme if required	<u>Target:</u> Conclude the Public Participation Process  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Submit land use scheme to Council for consideration and adoption  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Allow for and deal with possible appeals and amendments to the scheme  <u>Achievements:</u> Target Met / Not met		
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 2014	4	a) Number of application received b) % applications processed c) Quarterly report	<u>Target:</u> 90% application processed  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 90% application processed  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 90% application processed  <u>Achievements:</u> Target Met / Not met		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE		Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with reference to supportive documentation)				DMM CD SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
					18							
<b>ENVIRONMENTAL PLANNING</b>												
Flood Risk Awareness with affected households	2.1.1	3.2.2	Undertake an awareness campaign on the risks of settlement within flood line areas	31 Dec 2013	6	a) Register of informal settlements in flood prone areas b) Data base of informal settlement in flood prone areas c) Progress report to Council	<u>Target:</u> Identify informal settlement areas prone to flooding for planning processes	<u>Target:</u> To compile a data base of (30% complete) people living in flood prone areas that should be given preference in future human settlement projects.	<u>Target:</u> To compile a data base of (70% complete) people living in flood prone areas that should be given preference in future human settlement projects.	<u>Target:</u> To compile a data base of all (100%) people living in flood prone areas that should be given preference in future human settlement projects.		
							<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		
					6							
<b>SPATIAL DEVELOPMENT</b>												
Empangeni CBD Revitalisation Plan	3.1	3.2.1	Ensure adoption of an Urban renewal plan for Empangeni by 30 June 2013	31 Dec 2013	4	a) Copy of the draft design b) Minutes of consultation meetings c) Copy of Council Report adopting design work	<u>Target:</u> Finalize design work	<u>Target:</u> Present design work to Council and stakeholders	<u>Target:</u> Consultation with stakeholders	<u>Target:</u> Adoption of the design work by Council		
							<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		
Hillview Extension	3.2	3.2.1	a.) Land Use Packaging, obtain engineering designs estimated costs for the old layout and the proposed layout. b.) Finalise draft layout and obtain approval to commence with the PDA process.	30 Jun 2014	4	a) Copy of the draft layout b) Copy of Council Report adopting draft layout and approving public participation phase for the PDA c) Report on final approval	<u>Target:</u> Finalize draft layout plan by 30 Sept	<u>Target:</u> Commence with the PDA by 31 Dec	<u>Target:</u> Report progress on the 6 months PDA process	<u>Target:</u> Final approval by Council		
							<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		
Spatial Development Framework (SDF)	3.3	3.2.2	Implementation of 2013 SDF Review	30 Jun 2014	4	a) Copy of the preliminary plan b) Copy of cost analysis for future airport and cemetery c) Copy of 5 year service delivery installations d) Report on final approval	<u>Target:</u> Preliminary plan for refinement of SDF implementation	<u>Target:</u> Long terms cost benefit analysis for the future Airport and Cemetery	<u>Target:</u> 5 year plan to accommodate Council's service delivery installations	<u>Target:</u> Review 2014/2015 SDF together with the IDP		
							<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		Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with reference to supportive documentation)				DMM CD SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
Mzingazi Township Establishment	3.4	3.2.1	a.) Commence with Mzingazi Township Establishment. b.) Finalise Geotechnical assessment and draft layout by 30 September 2013.	30 Jun 2014	2	a) Copy of the draft layout b) Copy of PDA c) Copy of progress report d) Report on final approval	<u>Target:</u> Submit draft layout for people informally settled outside the original layout  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Commence with PDA for original beneficiaries  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Report progress on the 6 months PDA process  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Finalise township establishment (PDA) for original beneficiaries  <u>Achievements:</u> Target Met / Not met		
Mandlazi Township Establishment	3.5	3.2.1	a.) Commence with Mandlazi Township Establishment. b.) Finalise Geotechnical assessment and draft layout by 30 September 2013.	30 Jun 2014	2	a) Copy of the draft layout b) Copy of PDA c) Copy of progress report d) Report on final approval	<u>Target:</u> Submit draft layout for people informally settled outside the original layout  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Commence with PDA for original beneficiaries  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Report progress on the 6 months PDA process  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Finalise township establishment (PDA) for original beneficiaries  <u>Achievements:</u> Target Met / Not met		
					16							
HUMAN SETTLEMENTS												
Management of the ESikhaleni Hostels Refurbishment Programme	4.1	3.2.4	a.) Appointment of contractor to undertake refurbishment of H396 b.) Appointment of contractors to undertake Landscaping of all hostels.	30 Jun 2014	4	a) Quarterly progress report on the project	<u>Target:</u> Initiate the SCM tender process  <u>Achievements:</u>	<u>Target:</u> Appointment of a contractors  <u>Achievements:</u>	<u>Target:</u> Report on progress  <u>Achievements:</u>	<u>Target:</u> Report on progress  <u>Achievements:</u>		
Annual review of the Human Settlements Plan	4.2	3.2.4	Ensure the annual review of the human settlements plan by 30 June 2014	30 Jun 2014	4	a) Report on the gap analysis b) Copy of draft plan c) Report to Council for approval	<u>Target:</u> Results of the gap analysis  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Results of analysis and update information  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Draft plan submitted to Council  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Final plan approved  <u>Achievements:</u> Target Met / Not met		
Implementation of Rural Housing Projects	4.3	3.2.4	a.) Monitor progress with the construction of houses at Dube, Bhejane, Madlebe and Mkhwanazi. b.) Quarterly progress reports to be submitted to Council	30 Jun 2014	2	a) Quarterly report on number of houses constructed	<u>Target:</u> 240 houses constructed  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 270 houses constructed  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 270 houses constructed  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 270 houses constructed  <u>Achievements:</u> Target Met / Not met		
					10							

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE		Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with reference to supportive documentation)				DMM CD SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
BUSINESS SUPPORT, MARKETS & TOURISM												
Profile uMhlathuze Municipality as an Investment Mecca	5.1	3.1.1	a) To compile Investment marketing DVD b) To compile Investment marketing brochure	30 Jun 2014	4	a) Tender specifications. b) SCM reports for DVD and marketing brochure c) Quarterly progress reports d) Project sign off and acceptance certificate	<u>Target:</u> Initiate the SCM tender process Appointment of a contractors	<u>Target:</u> Report progress on DVD and marketing brochure	<u>Target:</u> Report progress on DVD and marketing brochure	<u>Target:</u> Finalise and submit DVD and marketing brochure		
							<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		
Promotion of uMhlathuze Municipality as a Coastal Tourist Destination of Choice	5.2	3.1.1.	To place uMhlathuze advertisements in two publications, one in the KZN tourism magazine and one publication in a national tourism magazine together with active websites	30 Jun 2014	4	a) Tender specifications. b) SCM reports for tourism advertisements c) Quarterly progress reports d) Project sign off and acceptance certificate	<u>Target:</u> Initiate the SCM tender process	<u>Target:</u> Appointment of service provider	<u>Target:</u> Approval of art work of publications	<u>Target:</u> Finalize advertisements		
							<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		
Assist small scale farmers in marketing their agri-businesses	5.3	3.1.5	Ensure the hosting of an Agricultural Market Day by cooperatives by 31 December 2013	31 Dec 2013	2	a) Minutes of consultation with cooperatives. b) Advertisements of the event c) Evidence of hosting	<u>Target:</u> Plan and consult with cooperatives	<u>Target:</u> Host agricultural market day	<u>Target:</u>	<u>Target:</u>		
							<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		
Skills Development for informal economic traders	5.4	3.1.5	Implement a mentorship programme for aspirant entrepreneurs	30 Jun 2014	2	a) Minutes of consultation with informal traders b) Tender specifications. c) SCM reports for mentorship d) Quarterly progress reports	<u>Target:</u> Plan and consult with traders Initiate the SCM tender process	<u>Target:</u> Appointment of service provider Commence with programme	<u>Target:</u> Progress on programme	<u>Target:</u> Progress on programme		
							<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		
Marketing of small businesses (SMME's) in the	5.5	3.1.3	Electronically market (LED screens, monitors placed at all rates halls) at least 10	30 Jun 2014	4	a) Advertisement for SMME's b) Tender specifications. c) SCM reports for	<u>Target:</u> Advertise to identify interested SMME's	<u>Target:</u> Initiate the SCM tender process for the designing of electronic	<u>Target:</u> Appoint service provider for designing of electronic display	<u>Target:</u> Finalize and publish advertisements on the LED screens and		

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							Q1	Q2	Q3	Q4		
uMhlathuze Municipality			small businesses			mentorship d) Quarterly progress reports e) Project sign off		display layout	layout	monitors		
							<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		
Hosting of Tourism Summit	5.6	3.1.5	To ensure the hosting of a Tourism Summit by 31 December 2013	31 Dec 2013	2	a) Consultation with stakeholders b) Tender specifications. c) SCM reports to host the tourism summit d) Report back to Council on adoption of tourism strategy	<u>Target:</u> Initiate the SCM tender process for finalising logistics for the event <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Host the tourism summit <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Report back to Council on the adoption of a tourism strategy <u>Achievements:</u> Target Met / Not met	<u>Target:</u> <u>Achievements:</u> Target Met / Not met		
					18							
PROPERTY ADMINISTRATION												
Package and preparation of council owned erven in the City of uMhlathuze, to facilitate growth	6.1	3.3.1	Ensure preparation & valuation of land where a formal township establishment processes have been completed in accordance with Council's approved policy and make erven available to CFO (SCM) market to the value of not less than R40m by 30 June 2014	30 Jun 2014	5	a) Maintain an updated list/register of erven that are transferable after the sale thereof b) Proof that at least R40m worth of real estate was made available to SCM for sale in the open market.	<u>Target:</u> Initiate the SCM tender process for advertising of land <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Marketing to the value of 20M <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Advertisements for alienation <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Marketing to the value of 20M <u>Achievements:</u> Target Met / Not met		
					5							
OUTDOOR ADVERTISING												
Illuminated Street Name Signs	7.1	3.3.3	Implement 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 2014	5	a) Tender specifications. b) SCM reports for litter illuminated street names c) Project sign off and acceptance certificate	<u>Target:</u> Initiate the SCM tender process for suitable service providers <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Appoint suitable service providers <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Implementation Number of street names Designed, supplied, erected and maintained <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Implementation Number of street names Designed, supplied, erected and maintained <u>Achievements:</u> Target Met / Not met		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE		Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with reference to supportive documentation)				DMM CD SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
Promotion of municipal services, by-laws, and services requirements, compliance, municipal contact number, service faults, etc.(litter bins advertising)	7.2	3.3.3	Initiate the Promotion of municipal services, by-laws, and services requirements, compliance, municipal contact number, service faults, etc. by advertising on litter bins by 30 Jun 2014.	30 Jun 2014	5	a) Tender specifications. b) SCM reports for litter bin advertising c) Project sign off and acceptance certificate	<u>Target:</u> Initiate the SCM tender process for suitable service providers  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Appoint suitable service providers  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Implementation  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Implementation  <u>Achievements:</u> Target Met / Not met		
Billboard advertising	7.3	3.3.3	Ensure the placement of Billboards on the Corner of Bullion Boulevard in front of Bay Plaza as well as on the Corner of East Central Arterial – New Extension Road.	30 Jun 2014	4	a) Tender specifications. b) SCM reports for billboards c) Project sign off and acceptance certificate	<u>Target:</u> Initiate the SCM tender process for suitable service providers  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Appoint suitable service providers  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Erection of Billboards  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Erection of Billboards  <u>Achievements:</u> Target Met / Not met		
Introduction of Composite Signs for industrial services	7.4	3.3.3	Ensure the introduction of composite signs at industrial areas for small business by 30 June 2014.	30 Dec 2013	4	a) Tender specifications. b) SCM reports for composite signs c) Project sign off and acceptance certificate	<u>Target:</u> Initiate the SCM tender process for suitable service providers  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Appoint suitable service providers  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Erection of Composite signs  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Erection of Composite signs  <u>Achievements:</u> Target Met / Not met		
					18							
<b>STRATEGIC MANAGEMENT OF THE CITY DEVELOPMENT DEPARTMENT</b>												
Management of staff and communicate what is expected from them to ensure efficiency of staff.	8.1	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 2014	5	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> 3 copies of minutes and Agenda.  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 3 copies of minutes and Agenda.  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 3 copies of minutes and Agenda.  <u>Achievements:</u> Target Met / Not met	<u>Target:</u> 3 copies of minutes and Agenda.  <u>Achievements:</u> Target Met / Not met		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE		Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by "X" (with reference to supportive documentation)				DMM CD SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
Sufficient departmental response to internal and external audit and general enquiries and implement approved recommendations timeously.	8.2	1.1.1	Respond to all internal and external audit enquiries and other general enquiries and 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	30 Jun 2014	2	a) Evidence of receipt of query recorded in a register and the date of response acknowledged by 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.	<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		
							<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		
Manage departmental risk identified in the organisational risk assessment register	8.3	1.1.1	Ensure that departmental risk identified in the organisational risk assessment register is attended to, update and report quarterly risk assessment register. (i.e. Informal settlements and land invasion outside formalised areas, availability of land for development, informal trading and non-compliance with town planning schemes and regulations)	Quarterly to 30 Jun 2014	2	a) Quarterly risk assessment registers	<u>Target:</u> Quarterly risk assessment register	<u>Target:</u> Quarterly risk assessment register	<u>Target:</u> Quarterly risk assessment register	<u>Target:</u> Quarterly risk assessment register		
							<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		
					9							
TOTAL					100							

## 5. 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	Programme 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>B</b>	<b>Core Occupational Competency</b>				
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	
<b>Total Core Occupational Competency</b>				<b>21</b>	
<b>Total Core Competency</b>				<b>100</b>	

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

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

## 7. 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.)