

**PERFORMANCE PLAN
MUNICIPAL MANAGER
UMHLATHUZE MUNICIPALITY**

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 6 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. Competency Requirements
6. Consolidated score (Performance Assessment Calculator)

The period of this plan is from 1 July 2014 to 30 June 2015.

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

Date: 2014-07-30

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

Date: 2014-07-30

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 all Competencies 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 2014/2015 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 2014/2015 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	NO	IDP Ref	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		
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 up to 30 June 2015	30 June 2015	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 IDP 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 2015	Submission of Final IDP for approval by Council by 30 June 2015		
							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” (simple measurable, achievable, realistic and time bound) 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 2015	8	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	Review of the Organisational Performance Management Framework, Policy and draft Standard Operating Procedure	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 2015/2016 prepared within 14 days after approval of the budget		
							Performance agreements and Plans signed by 31 July 2014	Effective implementation of the adopted PMS framework and policy – ensure 100% compliance				
							Plans published on Councils Website and Copies sent to the MEC by 14 August 2014					
							Draft Annual Performance Report of 2012/2014 prepared and submitted to AG by 31 Aug 2014					

STRATEGIC OBJECTIVE	NO	IDP Ref	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 of the Performance Audit Committee/Audit Committee to ensure Performance monitoring and Evaluation.	28 Sep 2014	2	a) Copy of item and minutes of meeting to Council for the 2012/2014 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 2013/14 financial year's performance evaluation results Quarterly PA Committee minutes Quarterly performance evaluation assessment meetings and minutes <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Mid- Year report to Performance Audit Committee by 28 Feb 2015 Audited and credible quarter 2 performance report submitted to PA Committee and Council Quarterly PA and Audit Committee minutes Quarterly performance evaluation assessment meetings and minutes <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 and minutes <u>Achievements:</u> Target Met / Not met		
INTERNAL AUDIT												
<i>IDP Goal: Compliance with relevant legislation, policies and guidelines</i>												
Internal and External Audit	1.3	1.1	To promote good governance and achieving clean Audit	Quarterly to 30 June 2015	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 2014 Audits performed according to the approved audit plan Quarterly Audit committee meetings held Quarterly Audit committee meetings held Submit minutes to Council	<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	<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>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		

STRATEGIC OBJECTIVE	NO	IDP Ref	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		
							Ensure that all AG communications are addressed within 3 days (where applicable)	addressed within 3 days (where applicable)		days (where applicable)		
							Achievements: Target Met / Not met	Achievements: Target Met / Not met	Achievements: Target Met / Not met	Achievements: 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	Manage the maintenance of an on-going process that enables the identification, analysis, evaluation, and treatment of risks that may impact on the organization	Quarterly to 30 June 2015	6	a) Copy of risk registers signed after each quarter	Target: Strategic and operational risk registers updated and signed off by each DMM	Target: Strategic and operational risk registers updated and signed off by each DMM	Target: Strategic and operational risk registers updated and signed off by each DMM	Target: Review of Strategic and Operational Risk registers- alignment with budgetary processes for planning for risk mitigation		
							Achievements: Target Met / Not met	Achievements: Target Met / Not met	Achievements: Target Met / Not met	Achievements: 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 2015	2	a) Copies of articles published in the local media b) Copies of monthly uMhlathuze Wami	Target: Advertisement on Billboards Publish monthly uMhlathuze Wami	Target: Market the area around the country Distribution of Municipal Brochures to Corporates and Government institutions Advertisement on	Target: Market the area around the country Distribution of Municipal Brochures to Corporates and Government institutions Advertisement on Billboards	Target: Market economic and tourism potential of uMhlathuze Municipality at KZN Indaba Tourism Distribution of Municipal Brochures to Corporates and Government		

STRATEGIC OBJECTIVE	NO	IDP Ref	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		
								Billboards Publish monthly uMhlathuze Wami	Publish monthly uMhlathuze Wami	institutions Advertisement on Billboards Publish monthly uMhlathuze Wami		
							<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		
					34							
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
IDP Goal: Efficient and integrated infrastructure and services												
Provision of efficient and effective service delivery to the community	2.1	2.0	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 946831 – Annexure A1)	Quarterly to 30 Jun 2015	12	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 2014 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 2013/2014 report and new IDP to set realistic targets for the 2014/2015 financial year	<u>Target:</u> Report on the % reduction of Backlog for the Q 1 on Basic services	<u>Target:</u> Report on the % reduction of Backlog for the Q 2 on Basic services	<u>Target:</u> Report on the % reduction of Backlog for the Q 3 on Basic services		
							<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		
	2.2	2.5.1	Ensure adherence to and implementation of the Assets Maintenance Plans as per approved budget (Component 5 of the SDIP)	Quarterly to 30 Jun 2015	4	a) Copy of assets management plan b) Quarterly report on progress on assets management projects as per approved budget (SDBIP Comp 5)	<u>Target:</u> Report on approved Asset Management Plan	<u>Target:</u> Report Q 1 on assets management projects in terms of Component 5 of the SDBIP	<u>Target:</u> Report Q 2 on assets management projects in terms of Component 5 of the SDBIP	<u>Target:</u> Report Q 3 on assets management projects in terms of Component 5 of the SDBIP		
							<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		
					16							

STRATEGIC OBJECTIVE	NO	IDP Ref	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		
SOCIAL AND ECONOMIC DEVELOPMENT												
IDP Goal: Compliance with relevant legislation and policies												
Revision of the Spatial Development Framework	3.1	3.2.2	Ensure the review of Spatial Development Framework by 30 June 2015	30 Jun 2015	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 d.) DMM CD KPI 3.3	Target: Ensure Initiation of the Technical review	Target: Ensure Stakeholders Consultation	Target: Submit draft yearly review of the SDF with the IDP review for input by Council	Target: Ensure the adoption of the reviewed SDF with the IDP review for approval by Council		
							Achievements: Target Met / Not met	Achievements: Target Met / Not met	Achievements: Target Met / Not met	Achievements: Target Met / Not met		
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 2015	30 Jun 2015	2	a) Copy of item to Council on social and economic community development b) Copy of resolution taken Council on progress	Target: Consolidate a list of projects with the potential to address the economic needs of the community	Target: Foster strategic partnerships with established commercial agricultural interests also with Government and emerging farmers, stakeholders as well as entrepreneurs	Target: Promote contractor development and informal trader management and to contribute towards the implementation of the BBBEE.	Target: Improve the effectiveness of the EPWP programme within the City		
							Achievements: Target Met / Not met	Achievements: Target Met / Not met	Achievements: Target Met / Not met	Achievements: Target Met / Not met		
IDP Goal: Integrated urban and rural development												
Development of Integrated Human Settlements	3.3	3.2.4	Ensure construction of 1080 housing units and report quarterly progress to Council.	Quarterly to 30 Jun 2015	2	a) Copy of the beneficiaries list b) DMM CD KPI 4.3	Target: Construction of 270 houses Approved Beneficiary list	Target: Construction of 270 houses Approved Beneficiary list	Target: Construction of 270 houses Approved Beneficiary list	Target: Construction of 270 houses Approved Beneficiary list		
							Achievements: Target Met / Not met	Achievements: Target Met / Not met	Achievements: Target Met / Not met	Achievements: Target Met / Not met		
					8							
INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION												
To manage the organisation in	4.1	4.1	To review for Council’s approval	30 June 2015	4	a) Copies of the reviewed strategies, plans and policies	Target: Finalisation and	Target: Development and	Target: Review and development	Target: Review of the Skills Development Plan to		

STRATEGIC OBJECTIVE	NO	IDP Ref	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		
an economical, effective and efficient administration and direct its resources and capacity towards the achievement of a mission and vision of the organisation.			the following: 1. Human Resource Development Strategy 2. Succession Planning Policy 3. Review of Employment Equity Plan 4. Review Skills Development Strategy			approved by Council with applicable C/Res b) Copy of reports with supporting documentation to Council with copy of C/Res noting recommendations	adoption of Human Resource Development Strategy <u>Achievements:</u> Target Met / Not met	adoption of Succession Planning Policy <u>Achievements:</u> Target Met / Not met	of employment equity targets <u>Achievements:</u> Target Met / Not met	carter for capacitation of Councillors and budget accordingly <u>Achievements:</u> Target Met / Not met		
To ensure development and appropriate training and assistance to employees and review the employment equity plan	4.2	4.4.2.2	Ensure the execution of Council's Human Resources development in terms of the: 1 Skills development Plan 2 Conditions of service 3 Employment Equity Plan	30 June 2015	4	a) Copy of quarterly reports on all training (i.e. Councillors, project management, induction, disciplinary, delegation of powers, safety, etc.) conducted for the quarter b) Copies of progress on Employment Equity plan	<u>Target:</u> Quarterly report on all training Q1 Adoption of a reviewed Employment equity Plan <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Quarterly report on all training Q2 Report progress on Employment equity targets <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Quarterly report on all training Q3 Report progress on Employment equity targets <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Quarterly report on all training Q4 Report progress on Employment equity targets <u>Achievements:</u> Target Met / Not met		
					8							
SOUND FINANCIAL VIABILITY AND MANAGEMENT												
To effectively, Efficiently and Economically manage the finance of the Municipality	5.1	5.1.1	Ensure approval of 2015/2016 budget which is credible, transparent and accurate in accordance with the Municipal Finance Management Act by 31 May 2015	31 May 2015	4	a) Copy of 2015/2016 final budget with item to Council in terms of the MFMA b) Copy of Council resolution approving the final budget	<u>Target:</u> Submit key deadlines schedule to EXCO before 31 August 2014 <u>Achievements:</u> Target Met / Not met	<u>Target:</u> <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Submit Draft Budget via the Budget Steering Committee to Council for approval by 31 March 2015 <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Submit Final Budget to Council for approval by 31 May 2015 <u>Achievements:</u> Target Met / Not met		
	5.2	5.1.1.1	Ensure effective implementation of the 2014/2015	Quarterly to 30 June 2015	20	a) Copy of item together with monthly financial report to Council	<u>Target:</u> Submit monthly Budget report to council	<u>Target:</u> Submit monthly Budget report to council	<u>Target:</u> Submit monthly Budget report to council	<u>Target:</u> Submit monthly Budget report to council Submit 2015/2016		

STRATEGIC OBJECTIVE	NO	IDP Ref	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		
			Budget (90% Capital budget spent) by 30 June 2015) as approved by Council and 1) Report monthly expenditure to Council 2) Report quarterly progress on SDBIP			b) Copy of Promis accounting system figures to support quarterly SDBIP figures c) Quarterly SDBIP reports within 30 days after quarter end d) DMM FS KPI 1.3.2	Submit 2013/2014 SDBIP quarter 4 report and Submit 2014/2015 SDBIP for approval to council <u>Achievements:</u> Target Met / Not met	Submit 2014/2015 quarter 1 report to council <u>Achievements:</u> Target Met / Not met	Submit mid-year budget review report to Council for approval by 31 Jan 2015 Submit 2014/2015 quarter 2 report to council <u>Achievements:</u> Target Met / Not met	SDBIP to Council for approval Submit 2014/2015 quarter 3 report to council <u>Achievements:</u> Target Met / Not met		
	5.3	5.2.2	Ensure finalisation of revenue enhancement strategy and effectively manage the revenue of the Municipality	Quarterly to 30 June 2015	2	a) Copy of item with strategy to Council b) Copy of resolutions c) DMM FS KPI 2.1	<u>Target:</u> <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Review, maintain an implement a credit control and Debt collection policy to provide for credit control and debt collection procedure and mechanisms <u>Achievements:</u> Target Met / Not met	<u>Target:</u> <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Review current revenue management business model and process applied and develop revenue turnaround strategy <u>Achievements:</u> Target Met / Not met		
	5.4	5.1.2 and	To effectively manage the Expenditure of the MFMA regulations and Council's Supply Chain Management (SCM) policy.	Quarterly to 30 June 2015	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 adhered to e) Copy of item together with quarterly financial report to Finance Portfolio Committee and Exco f) Copy of Promis accounting system figures to support	<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 Ensure that all valid payment are processed <u>Achievements:</u> Target Met / Not met	<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 Ensure that all valid payment are processed <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Ensure submission of in-year reports in terms Section 71 of MFMA reporting Ensure that all valid payment are processed <u>Achievements:</u> Target Met / Not met	<u>Target:</u> Ensure submission of in-year reports in terms Section 71 of MFMA reporting Ensure that all valid payment are processed <u>Achievements:</u> Target Met / Not met		

STRATEGIC OBJECTIVE	NO	IDP Ref	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement quarterly SDBIP figures g) DMM FS KPI 3.1.1 and KPI 2.3.1 and KPI 3.3	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		
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 2015 and report quarterly progress to Council	30 June 2015	6	a) Copies of quarterly report b) DMM FS KPI 4.3	<u>Target:</u> Ensure expenditure between 22.5% – 25%	<u>Target:</u> Ensure expenditure between 45% - 50%	<u>Target:</u> Ensure expenditure between 67.5% - 75%	<u>Target:</u> Ensure expenditure between 90% - 100%		
							<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		
					34							
TOTAL					100							

5. COMPETENCY REQUIREMENTS FOR THE MUNICIPAL MANAGER

Refer to separate document reflecting Competency requirements in terms of the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers (GN 21 of 17 February 2014, Annexure A2).

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.

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

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

UMHLATHUZE ORGANISATIONAL PERFORMANCE SCORECARD 2014/2015									
IDP Ref	Outcome 9	National KPA	Objective	Strategies	Performance Indicator	2013/2014 Baseline	Backlog	2014/2015	Responsible Department
								Annual	
								Target	
1.3.1	Deepen democracy through a refined Ward Committee model	Good Governance, Community Participation and Ward Committee Systems	Increase community participation and awareness mechanisms and processes	Conduct regular Strategic Public participation meetings	Number of Public Meetings (IDP/PMS and budget meetings)	22	N/A	22	Office of the MM (IDP) Financial Services
1.3.1				Host Ward Committee Management meetings	Number of Ward Committee Management meetings held	345	N/A	360	Corporate Services Ward Committees
1.3.1				Facilitate Community meetings in all wards	Number of community meetings per ward	144	N/A	120	Corporate Services Ward Committees
1.1.2			To improve integrated development in order to enhance sustainable development	Preparation of credible and implementable Integrated Development Plan	Date of IDP aproval	25-Jun-13	N/A	30-Jun-15	Office of the MM
1.1.3.3			To Improve Customer Perception on municipal services delivered	Conduct a bi-annual customer satisfaction survey	Date of submission to Council	03-Dec-13	N/A	30-Jun-15	Office of the MM
1.2.1.1	Implement differentiated approach to Municipal financing, planning and support		Compliance with relevant legislation and policies for effective and efficient decision making	Provide Secretariate service to all Council and Exco meetings	Number of Executive Committee meetings	23	N/A	23	Corporate Services
1.2.1.1					Number of Council meetings	19	N/A	11	Corporate Services
2.1	Improving access to basic services	Basic Service Delivery and Infrastructure Development	Improve access to Basic services to the community	Eradicate water services backlogs through provision of basic water services	% Households with access to basic water	95.65%	4.35%	95.65%	Infrastructure and Technical Services
2.1					Number of Household with acces to water	82842	3787	82842	Infrastructure and Technical Services
2.1					Upgrade of service to yard connection	38614	698	2000	Infrastructure and Technical Services
2.1					Number of new Water connections	3001	N/A	2000 (upgrade of service)	Infrastructure and Technical Services
2.1					Number of Household with access to free water	82842	3787	82842	Infrastructure and Technical Services
2.1			Eradicate Sanitation services backlogs through provision of basic water services	% Household with acces to sanitation	% Household with acces to sanitation	77.15%	22.85%	85%	Infrastructure and Technical Services
2.1					Number of Household with acces to Sanitation	66822	19787	73832	Infrastructure and Technical Services
2.1					Number of Household with access to free sanitation	23754	19787	7010	Infrastructure and Technical Services
2.2			Eradicate electricity supply backlogs through provision of basic electricity supply services	Number of Household with acces to Electricity (Municipal Area)	Number of Household with acces to Electricity (Municipal Area)	31915	559+941(Infills)	33415	Infrastructure and Technical Services
2.2					Number of Household with acces to Electricity (Eskom Area)	New	994	994	Infrastructure and Technical Services
2.2					Number of Household with access to free Electricity (Municipal Area)	536 (Municipality) 1227 (Eskom)	N/A	N/A	Infrastructure and Technical Services

UMHLATHUZE ORGANISATIONAL PERFORMANCE SCORECARD 2014/2015									
IDP Ref	Outcome 9	National KPA	Objective	Strategies	Performance Indicator	2013/2014 Baseline	Backlog	2014/2015	Responsible Department
								Annual	
								Target	
2.2		Basic Service Delivery and Infrastructure Development	To improve access to domestic solid waste removal services to the community	Provide a weekly domestic solid waste removal service to the community	% Household with access to waste disposal	71.44%	28.56%	76%	Community Services
2.2					Number of Household with access to waste disposal	61872	24737	63826	Community Services
2.2					Number of Household with access to free waste removal	15546	24737	17500	Community Services
2.3.1			To improve access to roads	Provision of public transport facilities and infrastructure in the rural areas	Kilometres of rural gravel roads established	173km	N/A	58	Infrastructure and Technical Services
2.3.1					Kilometres of rural gravel roads maintained (grading)	600km	N/A	480	Infrastructure and Technical Services
2.3.1					Kilometres of rural tarred roads established	New	New	0	Infrastructure and Technical Services
2.3.2			To improve access to roads	Provision of public transport facilities and infrastructure in the urban areas	Kilometres of tarred roads established	600km	0	0	Infrastructure and Technical Services
2.3.2					Kilometres of urban gravel roads maintained (gravelling)	40	N/A	40	Infrastructure and Technical Services
2.3.2					Kilometres of tarred roads maintained	600	N/A	600	Infrastructure and Technical Services
2.3.2					Kilometres of pedestrian bridges constructed	new	N/A	2	Infrastructure and Technical Services
2.3.3			Stormwater systems and management	Maintainance of stormwater facilities	Kilometres of Stormwater open drains maintained	92	N/A	92	Infrastructure and Technical Services
2.3.4					Kilometres of Stormwater pipelines maintained	300	N/A	300	Infrastructure and Technical Services
2.3.4					Number of kerb inlets maintained	3076	N/A	3076	Infrastructure and Technical Services
2.6.2.1			To ensure provision of recreational facilities and environmental services to the community	Provision and upgrade of Sport and Recreational facilities	Number of sport field upgraded	4	N/A	4	Community Services
2.6.3.3				To provide and upgrade community Halls	Number of community Halls upgraded	19	N/A	6	Corporate Services
3.2.4	Actions supportive of the human settlement outcome	Local Economic Development	To promote the achievement of a non-racial, integrated society, through the development of sustainable human settlements and quality housing	To upgrade public sector hostels	Number of Hostel Units upgraded	90	90	90	City Development
3.2.4				To provide housing for vulnerable groups	Number of Houses completed	N/A	N/A	5	City Development
3.2.4				To provide low-cost Houses (Urban)	Number of Houses completed	N/A	N/A	60	City Development
3.2.4				To accelerate development of houses in rural areas	Number of Houses completed	1584	N/A	1020	City Development
3.1.1			To create an environment conducive to economic growth and development	Capacitate community through training in scarce skills	Number of trainings provided	55	N/A	3	City Development
3.1.1				Partner with Government spheres and local Businesses to promote economic growth	Number of joint initiatives	N/A	N/A	2	City Development

UMHLATHUZE ORGANISATIONAL PERFORMANCE SCORECARD 2014/2015									
IDP Ref	Outcome 9	National KPA	Objective	Strategies	Performance Indicator	2013/2014 Baseline	Backlog	2014/2015	Responsible Department
								Annual	
								Target	
3.1		Local Economic Development		Jobs created through the municipality's Capital Projects (EPWP)	Number of jobs	506	N/A		Infrastructure and Technical Services
4.1.1	Implement differentiated approach to Municipal financing, planning and support	Municipal Transformation and Institutional Development	Promote equal opportunity and fair treatment in employment through the elimination of unfair discrimination	Implementation of Employment Equity Plan	Number of black staff employed in management	98	N/A	16	Corporate Services
4.1.1					Number of Women employed in the Top Four Management positions(Level 19>)	3	N/A	6	Corporate Services
4.1.1					Number of women employed by the municipality (Target additional to baseline)	736	N/A	20	Corporate Services
4.1.1					Number of Youth Employed in the Management positions(level 15>) (Target additional to baseline)	7	N/A	6	Corporate Services
4.1.1					Number of Youth employed by the municipality (Target additional to baseline)	579	N/A	27	Corporate Services
4.1.1					Number of people with Disability employed by the municipality (Target additional to baseline)	3	N/A	2	Corporate Services
4.1.2.1			Clean and secure working environment	Promote clean, health and safe working environment	Number of occupational health and safety initiatives implemented	N/A	N/A	200	Corporate Services
4.1.2.2	Implement differentiated approach to Municipal financing, planning and support	Municipal Transformation and Institutional Development	Improve the performance of employees.	Development and appropriate training and assistance to employees	Workplace Skills training programs conducted	55	N/A	32	Corporate Services
4.1.2.2					% Budget Spent on Workplace Skills Plan (cumulative)	80%	N/A	100%	Corporate Services
4.1.2.2					% Operating Budget spent on implementing Workplace Skills Plan	0.86%	N/A	0.74%	Corporate Services
4.1.2.3			Workplace health promotion	Develop programs that promote and support health and well-being of employees	Number of EAP programs implemented	12	N/A	4	Corporate Services
1.1.3.2			To ensure monitoring and evaluation of municipal performance	Implementation of Individual Performance Management System	Number of S57 Performance Agreements signed	6	N/A	6	Corporate Services
1.1.3			Municipal Turnaround Strategy	Implementation of the National Municipal Turnaround Strategy	% implementation	100%	N/A	100%	Office of the MM

UMHLATHUZE ORGANISATIONAL PERFORMANCE SCORECARD 2014/2015									
IDP Ref	Outcome 9	National KPA	Objective	Strategies	Performance Indicator	2013/2014 Baseline	Backlog	2014/2015	Responsible Department
								Annual	
								Target	
5.2.1	Differentiated approach to Municipal financing, planning and support	Financial Viability and Financial Management	Revenue Enhancement	Cash collected from customers	R value of revenue collected	1 498 665 000	N/A	1 998 220 000	Financial Services
5.2.1				Amount invoiced/billed to customers	R value of invoices raised	1 529 250 000	N/A	2 039 000 000	Financial Services
5.2.1			Financial management	Debt service payments	R value (non-cumulative)	93 628	N/A	200 552	Financial Services
5.2.1				Total revenue received from grants and subsidies	R value Cumulative	341648780	N/A	379 984 700	Financial Services
5.2.1				Total of grants and subsidies spent	Total grants and subsidies spent / Total grants and subsidies received x 100 = Percentage spent	112%	N/A	100%	Financial Services
5.2.1			Debt Control	Debt coverage ratio (cumulative)	(Total operating revenue received - operating grants) / debts service payments (interest & redemption due for the year) (x 1000)	11.25	N/A	$\frac{2370559 - 260509}{77614+122938} = 10.52$	Financial Services
5.2.1				Outstanding service debtors to revenue	Outstanding service debtors / revenue actually received for services	$\frac{168,140,726}{2,079,257,476} = 8.09\%$	N/A	$\frac{188901518}{1998220000} = 9\%$	Financial Services
5.1.2.1			Differentiated approach to Municipal financing, planning and support	Financial Viability and Financial Management	Cost coverage ratio (cumulative)	[(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment / Monthly fixed operating expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)]	2.46	N/A	$\frac{307693}{169349} = 1.82$
5.1.1.2	Budgeting and reporting	Total operating budget (revenue)			R value YTD	2208021071	N/A	2 490 014 600	Financial Services
5.1.2.2		Total Salaries and Wages budget (including benefits)			R value YTD	483279907	N/A	583 140 900	Financial Services
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	52%	N/A	100%	Financial Services
5.1.2		Total Operating expenditure			R value YTD	2057929689	N/A	2 383 247 300	Financial Services
	KEY FOR THE MEASURABLE OBJECTIVES:								
	Priority								
	Vuna								
	Additional /Departmental								

COMPETENCY FRAMEWORK

Competency Assessment Sheet

2014/2015

1. In terms of Local Government: Regulations on appointment and conditions of employment of Senior Managers, Reg. 21 of 17 January 2014, the "Core competencies" are competencies that cut across all levels of work in a municipality and enhance contextualised leadership that guarantees service delivery impact; and "Leading competencies" means competencies that are required to develop clear institutional strategy, initiate, drive and implement programs to achieve long-term sustainable and measurable service delivery performance results.
2. There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance.
3. All competencies must therefore be considered as measurable and critical in assessing the level of a senior manager's performance and is listed as follows:

LEADING COMPETENCIES		
COMPETENCY		Weighting
Strategic Direction and Leadership	<ul style="list-style-type: none"> Impact and Influence Institutional Performance Management Strategic Planning and Management Organisational Awareness 	9
People Management	<ul style="list-style-type: none"> Human Capital Planning and Development Diversity Management Employee Relations Management Negotiation and Dispute Management 	9
Program and Project Management	<ul style="list-style-type: none"> Program and Project Planning and Implementation Service Delivery Management Program and Project Monitoring and Evaluation 	9
Financial Management	<ul style="list-style-type: none"> Budget Planning and Execution Financial Strategy and Delivery Financial Reporting and Monitoring 	9
Change Leadership	<ul style="list-style-type: none"> Change Vision and Strategy Process Design and Improvement Change Impact Monitoring and Evaluation 	8
Governance Leadership	<ul style="list-style-type: none"> Policy Formulation Risk and Compliance Management Cooperative Governance 	8
WEIGHTING LEADING COMPETENCIES		52
CORE COMPETENCIES		
COMPETENCY		Weighting
Moral Competence		8
Planning and Organising		8
Analysis and Innovation		8
Knowledge and Information Management		8
Communication		8
Results and Quality Focus		8
WEIGHTING CORE COMPETENCIES		48
Total Percentage Weighting		100 %

4. The assessment of the manager on the performance of competencies will be based on the following rating scale:

Achievement Level	Description	SCORING
Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention	1 – 2
Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses	3
Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses	4
Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods	5

5. The following competencies are to be evaluated during the Annual Performance Assessment:

COMPETENCY 1

Cluster		Leading Competencies	
Competency Name		Strategic Direction and Leadership	
Competency Definition		Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate	
ACHIEVEMENT LEVELS (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<ul style="list-style-type: none">• Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate• Describe how specific tasks link to institutional strategies but has limited influence in directing strategy• Has a basic understanding of institutional performance management, but lacks the ability to Integrate systems into a collective whole• Demonstrate a basic understanding of key decision makers	<ul style="list-style-type: none">• Give direction to a team in realising the institution's strategic mandate and set objectives• Has a positive impact and influence on the morale, engagement and participation of team members• Develop actions plans to execute and guide strategy implementation• Assist in defining performance measures to monitor the progress and effectiveness of the institution• Displays an awareness of institutional structures and political factors• Effectively communicate barriers to execution to relevant parties• Provide guidance to all stakeholders in the achievement of the strategic mandate• Understand the aim and objectives of the institution and relate it to own work	<ul style="list-style-type: none">• Evaluate all activities to determine value and alignment to strategic intent• Display in-depth knowledge and understanding of strategic planning• Align strategy and goals across all functional areas• Actively define performance measures to monitor the progress and effectiveness of the institution• Consistently challenge strategic plans to ensure relevance• Understand institutional structures and political factors, and the consequences of actions• Empower others to follow strategic direction and deal with complex situations• Guide the institution through complex and ambiguous concern• Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	<ul style="list-style-type: none">• Structure and position the institution to local government priorities• Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework• Hold self-accountable for strategy execution and results• Provide impact and influence through building and maintaining strategic relationships• Create an environment that facilitates loyalty and innovation• Display a superior level of self-discipline and integrity in actions Integrate various systems into a collective whole to optimise institutional performance management• Uses understanding of competing interests to manoeuvre successfully to a win/win outcome
WEIGHTING			9
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 2

Cluster	Leading Competencies		
Competency Name	People Management		
Competency Definition	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives		
ACHIEVEMENT LEVELS (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<ul style="list-style-type: none">• Participate in team goal setting and problem solving• Interact and collaborate with people of diverse backgrounds• Aware of guidelines for employee development, but requires support in implementing development initiatives	<ul style="list-style-type: none">• Seek opportunities to increase team contribution and responsibility• Respect and support the diverse nature of others and be aware of the benefits of a diverse approach• Effectively delegate tasks and empower others to increase contribution and execute functions optimally• Apply relevant employee legislation fairly and consistently• Facilitate team goal setting and problem solving• Effectively identify capacity requirements to fulfil the strategic mandate	<ul style="list-style-type: none">• Identify ineffective team and work processes and recommend remedial interventions• Recognise and reward effective and desired behaviour• Provide mentoring and guidance to others in order to increase personal effectiveness• Identify development and learning needs within the team• Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism• Inspire a culture of performance excellence by giving positive and constructive feedback to the team• Achieve agreement or consensus in adversarial environments• Lead and unite diverse teams across divisions to achieve institutional objectives	<ul style="list-style-type: none">• Develop and incorporate best practice people management processes, approaches and tools across the institution• Foster a culture of discipline, responsibility and accountability• Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution• Develop comprehensive integrated strategies and approaches to human capital development and management• Actively identify trends and predict capacity requirements to facilitate unified transition and performance management
WEIGHTING			9
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 3

Cluster		Leading Competencies	
Competency Name		Program and Project Management	
Competency Definition		Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives	
ACHIEVEMENT LEVELS (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<ul style="list-style-type: none">• Initiate projects after approval from higher authorities• Understand procedures of program and project management methodology, implications and stakeholder involvement• Understand the rational of projects in relation to the institution's strategic objectives• Document and communicate factors and risk associated with own work• Use results and approaches of successful project implementation as guide	<ul style="list-style-type: none">• Establish broad stakeholder involvement and communicate the project status and key milestones• Define the roles and responsibilities of the project team and create clarity around expectations• Find a balance between project deadline and the quality of deliverables• Identify appropriate project resources to facilitate the effective completion of the deliverables• Comply with statutory requirements and apply policies in a consistent manner• Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation	<ul style="list-style-type: none">• Manage multiple programs and balance priorities and conflicts according to institutional goals• Apply effective risk management strategies through impact assessment and resource requirements• Modify project scope and budget when required without compromising the quality and objectives of the project• Involve top-level authorities and relevant stakeholders in seeking project buy-in• Identify and apply contemporary project management methodology Influence and motivate project team to deliver exceptional results• Monitor policy implementation and apply procedures to manage risks	<ul style="list-style-type: none">• Understand and conceptualise the long-term implications of desired project outcomes• Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives• Consider and initiate projects that focus on achievement of the long-term objectives Influence people in positions of authority to implement outcomes of projects• Lead and direct translation of policy into workable actions plans• Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed
WEIGHTING			9
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 4

Cluster	Leading Competencies		
Competency Name	Financial Management		
Competency Definition	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS (RATING)			
BASIC 1 – 2	COMPETENT 3	ADVANCED 4	SUPERIOR 5
<ul style="list-style-type: none">• Understand basic financial concepts and methods as they relate to institutional processes and activities• Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems• Understand the importance of financial accountability• Understand the importance of asset control	<ul style="list-style-type: none">• Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate• Assess, identify and manage financial risks• Assume a cost saving approach to financial management• Prepare financial reports based on specified formats• Consider and understand the financial implications of decisions and suggestions• Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated• Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	<ul style="list-style-type: none">• Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility• Prepare budgets that are aligned to the strategic objectives of the institution• Address complex budgeting and financial management concerns• Put systems and processes in place to enhance the quality and integrity of financial management practices• Advise on policies and procedures regarding asset control• Promote National Treasury's regulatory framework for Financial Management	<ul style="list-style-type: none">• Develop planning tools to assist in evaluating and monitoring future expenditure trends• Set budget frameworks for the institution• Set strategic direction for the institution on expenditure and other financial processes• Build and nurture partnerships to improve financial management and achieve financial savings• Actively identify and implement new methods to improve asset control• Display professionalism in dealing with financial data and processes
WEIGHTING			9
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 5

Cluster	Leading Competencies		
Competency Name	Change Leadership		
Competency Definition	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community		
ACHIEVEMENT LEVELS (RATING)			
BASIC 1 – 2	COMPETENT 3	ADVANCED 4	SUPERIOR 5
<ul style="list-style-type: none">• Display an awareness of change interventions, and the benefits of transformation initiatives• Able to identify basic needs for change• Identify gaps between the current and desired state• Identify potential risk and challenges to transformation, including resistance to change factors• Participate in change programs and piloting change interventions• Understand the impact of change interventions on the institution within the broader scope of Local Government	<ul style="list-style-type: none">• Perform an analysis of the change impact on the social, political and economic environment• Maintain calm and focus during change• Able to assist team members during change and keep them focused on the deliverables• Volunteer to lead change efforts outside of own work team• Able to gain buy-in and approval for change, from relevant stakeholders• Identify change readiness levels and assist in resolving resistance to change factors• Design change interventions that are aligned with the institution's strategic objectives and goals	<ul style="list-style-type: none">• Actively monitor change impact and results and convey progress to relevant stakeholders• Secure buy-in and sponsorship for change initiatives• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change• Take the lead in impactful change programs• Benchmark change interventions against best change practices• Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation• Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation	<ul style="list-style-type: none">• Sponsor change agents and create a network of change leaders who support the interventions• Actively adapt current structures and processes to incorporate the change interventions• Mentor and guide team members on the effects of change resistance factors and how to integrate change• Motivate and inspire others around change initiatives
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 6

Cluster		Leading Competencies	
Competency Name		Governance Leadership	
Competency Definition		Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	
ACHIEVEMENT LEVELS (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<ul style="list-style-type: none">• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders• Provide input into policy formulation	<ul style="list-style-type: none">• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution• Actively drive policy formulation within the institution to ensure the achievement of objectives	<ul style="list-style-type: none">• Able to link risk initiatives into key institutional objectives and drivers• Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles• Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives• Demonstrate a thorough understanding of risk retention plans• Identify and implement comprehensive risk management systems and processes• Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations	<ul style="list-style-type: none">• Demonstrate a high level of commitment in complying with governance requirements• Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework• Able to advise Local Government on risk management strategies, best practice interventions and compliance management• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government• Able to shape, direct and drive the formulation of policies on a macro level
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 7

Cluster	Core Competencies		
Competency Name	Moral Competence		
Competency Definition	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence		
ACHIEVEMENT LEVELS (RATING)			
BASIC 1 – 2	COMPETENT 3	ADVANCED 4	SUPERIOR 5
<ul style="list-style-type: none">• Realise the impact of acting with integrity, but requires guidance and development in implementing principles• Follow the basic rules and regulations of the institution• Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	<ul style="list-style-type: none">• Conduct self in alignment with the values of Local Government and the institution• Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver• Actively report fraudulent activity and corruption within local government• Understand and honour the confidential nature of matters without seeking personal gain• Able to deal with situations of conflict of interest promptly and in the best interest of local government	<ul style="list-style-type: none">• Identify, develop, and apply measures of self-correction• Able to gain trust and respect through aligning actions with commitments• Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders• Present values, beliefs and ideas that are congruent with the institution's rules and regulations• Takes an active stance against corruption and dishonesty when noted• Actively promote the value of the institution to internal and external stakeholders• Able to work in unity with team and not seek personal gain• Apply universal moral principles consistently to achieve moral decisions	<ul style="list-style-type: none">• Create an environment conducive of moral practices• Actively develop and implement measures to combat fraud and corruption• Set integrity standards and shared accountability measures across the institution to support the objectives of local government• Take responsibility for own actions and decisions, even if the consequences are unfavourable
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 8

Cluster		Core Competencies	
Competency Name		Planning and Organising	
Competency Definition		Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	
ACHIEVEMENT LEVELS (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<ul style="list-style-type: none">• Able to follow basic plans and organise tasks around set objectives• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans• Able to follow existing plans and ensure that objectives are met• Focus on short term objectives in developing plans and actions• Arrange information and resources required for a task, but require further structure and organisation	<ul style="list-style-type: none">• Actively and appropriately organise information and resources required for a task• Recognise the urgency and importance of tasks• Balance short and long-term plans and goals and incorporate into the team's performance objectives• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources• Measures progress and monitor performance results	<ul style="list-style-type: none">• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation• Identify in advance required stages and actions to complete tasks and projects• Schedule realistic timelines, objectives and milestones for tasks and projects• Produce clear, detailed and comprehensive plans to achieve institutional objectives• Identify possible risk factors and design and implement appropriate contingency plans• Adapt plans in light of changing circumstances• Prioritise tasks and projects according to their relevant urgency and importance	<ul style="list-style-type: none">• Focus on broad strategies and initiatives when developing plans and actions• Able to project and forecast short, medium and long term requirements of the institution and local government• Translate policy into relevant projects to facilitate the achievement of institutional objectives
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 9

Cluster	Core Competencies		
Competency Name	Analysis and Innovation		
Competency Definition	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives		
ACHIEVEMENT LEVELS (RATING)			
BASIC 1 – 2	COMPETENT 3	ADVANCED 4	SUPERIOR 5
<ul style="list-style-type: none">• Understand the basic operation of analysis, but lack detail and thoroughness• Able to balance independent analysis with requesting assistance from others• Recommend new ways to perform tasks within own function• Propose simple remedial interventions that marginally challenges the status quo• Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	<ul style="list-style-type: none">• Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations• Demonstrate objectivity, insight, and thoroughness when analysing problems• Able to break down complex problems into manageable parts and identify solutions• Consult internal and external stakeholders on opportunities to improve processes and service delivery• Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders• Continuously identify opportunities to enhance internal processes• Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	<ul style="list-style-type: none">• Coaches team members on analytical and innovative approaches and techniques• Engage with appropriate individuals in analysing and resolving complex problems• Identify solutions on various areas in the institution• Formulate and implement new ideas throughout the institution• Able to gain approval and buy- in for proposed interventions from relevant stakeholders• Identify trends and best practices in process and service delivery and propose institutional application• Continuously engage in research to identify client needs	<ul style="list-style-type: none">• Demonstrate complex analytical and problem solving approaches and techniques• Create an environment conducive to analytical and fact-based problem-solving• Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence• Create an environment that fosters innovative thinking and follows a learning organisation approach• Be a thought leader on innovative customer service delivery, and process optimisation• Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 10

Cluster		Core Competencies	
Competency Name		Knowledge and Information Management	
Competency Definition		Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	
ACHIEVEMENT LEVELS (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<ul style="list-style-type: none">• Collect, categorise and track relevant information required for specific tasks and projects• Analyse and interpret information to draw conclusions• Seek new sources of information to increase the knowledge base• Regularly share information and knowledge with internal stakeholders and team members	<ul style="list-style-type: none">• Use appropriate information systems and technology to manage institutional knowledge and information sharing• Evaluate data from various sources and use information effectively to influence decisions and provide solutions• Actively create mechanisms and structures for sharing of information• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	<ul style="list-style-type: none">• Effectively predict future information and knowledge management requirements and systems• Develop standards and processes to meet future knowledge management needs• Share and promote best practice knowledge management across various institutions• Establish accurate measures and monitoring systems for knowledge and information management• Create a culture conducive of learning and knowledge sharing• Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	<ul style="list-style-type: none">• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information• Establish partnerships across local government to facilitate knowledge management• Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach• Recognise and exploit knowledge points in interactions with internal and external stakeholders
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 11

Cluster	Core Competencies		
Competency Name	Communication		
Competency Definition	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome		
ACHIEVEMENT LEVELS (RATING)			
BASIC 1 – 2	COMPETENT 3	ADVANCED 4	SUPERIOR 5
<ul style="list-style-type: none">• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools• Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration• Disseminate and convey information and knowledge adequately	<ul style="list-style-type: none">• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs• Adapt communication content and style to suit the audience and facilitate optimal information transfer• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders• Compile clear, focused, concise and well-structured written documents	<ul style="list-style-type: none">• Effectively communicate high-risk and sensitive matters to relevant stakeholders• Develop a well-defined communication strategy• Balance political perspectives with institutional needs when communicating viewpoints on complex issues• Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution• Able to communicate with the media with high levels of moral competence and discipline	<ul style="list-style-type: none">• Regarded as a specialist in negotiations and representing the institution• Able to inspire and motivate others through positive communication that is impactful and relevant• Creates an environment conducive to transparent and productive communication and critical and appreciative conversations• Able to coordinate negotiations at different levels within local government and externally
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

COMPETENCY 12

Cluster	Core Competencies		
Competency Name	Results and Quality Focus		
Competency Definition	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives		
ACHIEVEMENT LEVELS (RATING)			
BASIC 1 – 2	COMPETENT 3	ADVANCED 4	SUPERIOR 5
<ul style="list-style-type: none">• Understand quality of work but requires guidance in attending to important matters• Show a basic commitment to achieving the correct results• Produce the minimum level of results required in the role• Produce outcomes that is of a good standard• Focus on the quantity of output but requires development in incorporating the quality of work• Produce quality work in general circumstances, but fails to meet expectation when under pressure	<ul style="list-style-type: none">• Focus on high priority actions and does not become distracted by lower-priority activities• Display firm commitment and pride in achieving the correct results• Set quality standards and design processes and tasks around achieving set standards• Produce output of high quality Able to balance the quantity and quality of results in order to achieve objectives• Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed	<ul style="list-style-type: none">• Consistently verify own standards and outcomes to ensure quality output• Focus on the end result and avoids being distracted• Demonstrate a determined and committed approach to achieving results and quality standards• Follow task and projects through to completion• Set challenging goals and objectives to self and team and display commitment to achieving expectations• Maintain a focus on quality outputs when placed under pressure• Establishing institutional systems for managing and assigning work,• Defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	<ul style="list-style-type: none">• Coach and guide others to exceed quality standards and results• Develop challenging, client-focused goals and sets high standards for personal performance• Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required• Work with team to set ambitious and challenging team goals, communicating long- and short-term expectations• Take appropriate risks to accomplish goals• Overcome setbacks and adjust action plans to realise goals• Focus people on critical activities that yield a high impact
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			