

PERFORMANCE PLAN
DEPUTY CITY MANAGER INFRASTRUCTURE SERVICES
UMHLATHUZE MUNICIPALITY

This plan defines the Council's expectations of the Deputy City Manager Infrastructure Services (DCM IS) in accordance with the Deputy City Manager Infrastructure Services' performance agreement to which this document is attached. Section 57 (5) of the Municipal Systems Act which provides that performance objectives and targets must be based on the key performance indicators as set out the Municipality's Integrated Development Plan; Section 53 of the Municipal Finance Management Act, and particular, but not limited to Chapter three (3) of the Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006 (Regulation No. R805, dated 1 August 2006) which provides that a Managers' agreement must be linked to the measurable performance objectives approved in the Budget, the IDP and its Service Delivery and Budget Implementation Plan and determined in agreement with the City Manager (as representative of Council).

There are 6 parts to this plan:

1. A statement about the purpose of the position.
2. Performance review procedure IS
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 2025 to 30 June 2026.

Signed and accepted by the **Deputy City Manager**

Infrastructure Services (DCM IS):.....

Date: 28/07/25.....

Signed by the City Manager (CM) on behalf of Council:

Date: 29/07/25.....

1. POSITION PURPOSE

To perform all the duties and functions of the Deputy City Manager Infrastructure Services (DCM IS) as required by the relevant legislation or reasonably stipulated by the CM, 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: Infrastructure Services 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 City Manager Infrastructure and Technical Services.

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 CM may request input from agendas, minutes and "customers" on the DCM IS'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 DCM IS's performance since they have worked closely with him on some or all aspects of his job.
3. DCM IS 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. **DCM IS to provide a rating for himself for the mid-year- and final assessment against the agreed objectives in the column provided in the KPA scorecard.**
5. DCM IS 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 DCM IS 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 DCM IS'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 DCM IS will be based on the following rating scale for KPA's:

Terminology	Description	Rating Level
Outstanding Performance	Performance far exceeding the standard expected of the DCM IS at this level. The appraisal indicates that the DCM IS 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 DCM IS 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 DCM IS 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 DCM IS 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 DCM IS has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The DCM IS 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 DCM IS on all Competencies will be based on the rating scale as reflected in section 4 of the performance plan.
12. The CM and DCM IS to prepare and agree on a personal development plan (PDP) for addressing developmental gaps.
13. The CM and DCM IS 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.

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

The Integrated Development Plan (IDP) 2022/2027 of the uMhlathuze Local Municipality 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
6. Cross Cutting

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 City Manager Infrastructure Services is directly accountable for the following IDP Programmes directly linked to the IDP Framework as indicated in the IDP column of the scorecard:

NATIONAL KPA 1 : GOOD GOVERNANCE AND PUBLIC PARTICIPATION		
GOALS	OBJECTIVES	STRATEGIES
1.1 Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance	1.1.1 To ensure effective and efficient administration complying with its Legal Mandates	1.1.1.1 Provide administrative support for all Council Committees
		1.1.1.2 Strengthening Council Oversight through training on Legislation and Policies
		1.1.1.3 Development and review of policies that will lead to improved service delivery and legislative compliance
		1.1.1.4 Compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases
	1.1.3 Ensure Institutionalisation of Batho Pele Culture	1.1.3.1 Implement a Service Charter to meet set standards
	1.1.6 To bring the organisation to an enabled risk maturity level	1.1.6.1 Implementation and maintenance of an efficient Enterprise Risk Management system and Business Continuity
	1.1.7 Ensure reliability and maintain independence of internal audit activity	1.1.7.1 Effective Audit Committee 1.1.7.2 Effective and value adding internal audit activity

NATIONAL KPA 2 : BASIC SERVICES AND INFRASTRUCTURE PROVISION

GOALS	OBJECTIVES	STRATEGIES
2.1 Integrated infrastructure and efficient services	2.1.1 To expand and maintain infrastructure in order to improve access to basic services and promote local economic development	2.1.1.1 Eradicate water services backlogs through provision of basic water services
		2.1.1.2 Eradicate sanitation services backlogs through provision of basic sanitation services
		2.1.1.3 Eradicate electricity supply backlogs through provision of basic electricity supply services
		2.1.1.4 Eradicate refuse removal backlogs through provision of basic waste management services
		2.1.1.5 Provision and maintenance of access roads
	2.1.2 To maintain quality of services as per standard and legal prescripts	2.1.1.6 Provision of public transport infrastructure facilities
		2.1.1.7 Provision and Maintenance of storm water and coastal engineering infrastructure
		2.1.1.8 Strive to improve reliability and service life of Municipal infrastructure, facilities and assets
		2.1.2.1 Provide a weekly domestic solid waste removal service to the community
		2.1.2.2 provision of environmental safe, effluent that meets the requirements of standards and prescripts
		2.1.2.3 Implementation of energy efficiency, and renewable energy technologies
		2.1.2.4 provision of electricity supply as per NERSA standards

NATIONAL KPA 4 : MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

GOALS	OBJECTIVES	STRATEGIES
4.1 A Municipality that is Resourced and Committed to attaining the vision and mission of the organisation	4.1.1 To create an appropriate organisational climate that will attract and ensure retention of staff	4.1.1.4 Develop an effective training and development strategy and programs

NATIONAL KPA 5 : MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

GOALS	OBJECTIVES	STRATEGIES
5.1 Sound Financial And Supply Chain Management	5.2.1 Sustainable Financial management (Expenditure and Revenue)	5.2.1.1 Provide continuous Internal Communication and support on Budget and Financial Management matters
		5.2.1.2 Asset Accounting Management
		5.2.1.3 Accurate and timeous billing and receipting of revenue
		5.2.1.4 Apply Adequate Internal controls
		5.2.1.5 Accurate and timeous payments of creditors
		5.2.1.6 Apply adequate financial management methodologies
	5.3.1 Supply Chain Management	5.3.1.1 Demand and acquisition management
		5.3.1.2 Accurate contracts and logistics management
		5.3.1.3 Apply adequate financial management methodologies

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4. KEY PERFORMANCE AREA SCORECARD

Refer to a separate document reflecting the Key Performance Area Scorecard, **Appendix A1 on DMS 1682930**.

The ratings attached to this section will performance in terms of the outputs/outcomes (performance indicators) identified in the KPA scorecard are linked to each of the relevant KPA's, which constitute 80% of the overall assessment result as per the weightings agreed to.

5. COMPETENCY REQUIREMENTS FOR THE DEPUTY CITY MANAGER INFRASTRUCTURE SERVICES

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 A on DMS 1687213**.

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.

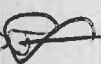
6. CONSOLIDATED SCORE (Refer to Performance Assessment Rating Calculator)

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

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DEPUTY CITY MANAGER INFRASTRUCTURE SERVICES 2025/2026										
STRATEGIC OBJECTIVE	IDP STRATEGY	KPI NO	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	AUDIT EVIDENCE REQUIREMENT	QUARTERLY TARGETS				
						Q1	Q2	Q3	Q4	
						TARGET	TARGET	TARGET	TARGET	
KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION (7 KPIs = 21%)										
1.1.1 To ensure effective and efficient administration complying with its Legal Mandates	1.1.1.3 Development and review of policies that will lead to improved service delivery and legislative compliance	IS 1	Number of Departmental policies developed/ reviewed for adoption by Council	3	a) Policy Register b) Report to Committee Section c) Council Resolution	N/A	Engineering Services Contribution Policy Review	Water Services Bylaw Review To be Gazetted	Water and Sanitation Policy Review	
	1.1.1.4 Compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases	IS 2	% Implementation of OHS Recommendations from inspections and investigations.	100%	a) List of Recommendations for the quarter b) Summary Report from OHS Manager	100% of OHS Recommendations due for the quarter implemented	100% of OHS Recommendations due for the quarter implemented	100% of OHS Recommendations due for the quarter implemented	100% of OHS Recommendations due for the quarter implemented	
	1.1.7 Ensure reliability and maintain independence of Internal Audit Activities	1.1.7.2 Effective and value adding internal audit activity	IS 3	% implementation of previously raised Internal Audit recommendations within the Infrastructure Services Department	100%	a) Quarterly Register of Findings from Internal Audit with status of progress on implementation plans(Quarterly follow-up reports)	100% implementation of IA recommendations due within Q4	100% implementation of IA recommendations due within Q1	100% implementation of IA recommendations due within Q2	100% implementation of IA recommendations due within Q3
			IS 4	% Resolution of 2024/25 AG findings resolved as per Action Plan	100%	a) AG findings contained on the AG action plan b) Quarterly % resolution of Auditor General (AG) findings contained on the AG action plan	N/A	N/A	66% of AG findings as per Action Plan resolved	100% of AG findings as per Action Plan resolved
1.1.6 To bring the organisation to an enabled risk maturity level	1.1.6.1 Implementation and maintenance of an efficient Enterprise Risk Management system and Business Continuity	IS 5	% completion of Action Plans for each quarter as documented in the strategic risk register for Infrastructure Services	100%	a.) Updated risk register b.) Sign-off document as proof of endorsement by DMM c.) Executive summary report on achievements by CRO	80% completion of Action Plans due for the quarter	100% completion of Action Plans due for the quarter	100% completion of Action Plans due for the quarter	100% completion of Action Plans due for the quarter	
		IS 6	Signing of BCP report on quarterly basis	4%	Signed quarterly BCP report	1	1	1	1	
1.1.3 Ensure Institutionalization of Batho Pele Culture	1.1.3.1 Implement a Service Charter to meet set standards	IS 7	Number of Batho Pele Awareness Campaigns	12	a) Awareness Material (E.g. Flyer)	3 Batho Pele Awareness Campaigns conducted	3 Batho Pele Awareness Campaigns conducted	3 Batho Pele Awareness Campaigns conducted	3 Batho Pele Awareness Campaigns conducted	
KPA: BASIC SERVICES AND INFRASTRUCTURE PROVISION (20 KPIs = 59%)										
WATER AND SANITATION SERVICES										
2.1.1 To expand and maintain infrastructure in order to improve access to basic services and promote local economic development	2.1.1.1 Eradicate water services backlogs through provision of basic water services	IS 8	Percentage Households with access to basic water <i>(New water connections + total number of households with access/Toatal number of households)</i>	99%	a) Quarterly report b) IR Forms	99%	99%	99%	99%	
		IS 9	Total volume of water delivered by water trucks	148192	a) Excel register b) Signed site water collection register	37048	37048	37048	37048	
	2.1.1.2 Eradicate sanitation services backlogs through provision of basic sanitation services	IS 10	Percentage Households with access to sanitation <i>(New sewer connections + total number of households with access/Toatal number of households)</i>	81%	a) Quarterly report	81%	81%	81%	81%	
		IS 11	% restoration of water supply for both Planned and Unplanned reticulation within 24hrs	100%	a) Planned maintenance Plan b) Signed off job cards c) Quarterly reports	100%	100%	100%	100%	
	2.1.1.8 Strive to improve reliability and service life of Municipal Infrastructure, facilities and assets	IS 12	Number of Pumps replaced/maintained in Water and Sanitation Services	20	a) Close out report and invoice	Mquzzankunzi Booster pumps X 2 CBD Pump station x2;	2 x Aquadine 2 pump station 1x pump no 1 Pearce Crescent 1 pump x AL8 pump station 1 x pump ARB Macerator station macerator	1 x MS Main pump station 1 x pumps MS10 pump station 1X Pumps Northroad 1 X Pumps Kritzinger 1 x pump Cubhu WTW	1X Pump Nkoninga Pump station 1X Pumps Alton 1 pump station 1 X Pumps JohnRoss Tower 1X Pumps Mandlanzini 1X Pumps Alton Macerator 1 x pump Johnross sewer	6

STRATEGIC OBJECTIVE	IDP STRATEGY	KPI NO	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	AUDIT EVIDENCE REQUIREMENT	QUARTERLY TARGETS			
						Q1	Q2	Q3	Q4
						TARGET	TARGET	TARGET	TARGET
SCIENTIFIC SERVICES									
2.1.1 To expand and maintain infrastructure in order to improve access to basic services and promote local economic development	2.1.1.8 Strive to improve reliability and service life of Municipal infrastructure, facilities and assets	IS 13	Percentage of drinking water samples complying to SANS 241 minimum standard of 95% Ref. (T 2.7)	≥95%	a) Water quality monitoring programme b) Quarterly Water Quality Reports c) Integrated Regulatory Information System (IRIS) on a monthly basis.	≥95%	≥95%	≥95%	≥95%
		IS 14	Percentage of wastewater samples compliant to water use licence conditions Ref. (T 2.12)	≥90%	a) Waste Water quality monitoring programme b) Quarterly Waste Water Quality Reports c) Integrated Regulatory Information System (IRIS) on a monthly basis.	≥90%	≥90%	≥90%	≥90%
		IS 15	Percentage of total water losses Ref. (T 2. 6)	29%	a) Quarterly report	31%	30%	30%	29%
TRANSPORT ROADS AND STORMWATER									
2.1.1 To expand and maintain infrastructure in order to improve access to basic services and promote local economic development	2.1.1.6 Provision of public transport infrastructure facilities	IS 16	Kilometres of paved municipal road resurfaced and resealed Ref. (T2.27)	3 km	a) Urban Roads Quarterly Reports b) Record of Road Rehabilitation as follows: 2km: Mondl Road (Alton, Ward 2) 1km: Dune Route (Meerensee, Ward 2)	0 km Rehabilitated	2km: Mondl Road (Alton, Ward 2)	0km	1km: Dune Route (Meerensee, Ward 2)
		IS 17	Percentage of reported potholes fixed within standard Municipal response time Ref. (T2.28)	90% (Average)	a) Register of reported potholes b) Closed works order c) Quarterly report	90% of repaired paved municipal roads	90% of repaired paved municipal roads	90% of repaired paved municipal roads	90% of repaired paved municipal roads
		IS 18	Kilometres of gravel roads upgraded to surfaced road (New tarred roads) Ref. (T2.26)	650m	a) Transportation Planning Quarterly Reports b) Record of Road Rehabilitation as follows: 650m: Mandlantzini Phase 1B (Ward 4)	N/A	N/A	N/A	650m: Mandlantzini Phase 1B (Ward 4)
		IS 19	Kilometres of gravel roads maintained (Both regravelling and grading) Ref. (T2.25)	400 km	a) Rural Roads Quarterly Reports b) Rural Roads Depot Quarterly Reports	100 kms of gravel roads maintained	100 kms of gravel roads maintained	100 kms of gravel roads maintained	100 kms of gravel roads maintained
		IS 20	Kilometres of Stormwater side drains and verges open drains maintained Ref. (T2. 30)	400 km	a) Stormwater & Coastal Management Quarterly Reports b) Stormwater & Coastal Management Depot Quarterly Reports	150km Stormwater side drains and verges maintained	150km Stormwater side drains and verges maintained	50km Stormwater side drains and verges maintained	50km Stormwater side drains and verges maintained
2.1.1 To expand and maintain infrastructure in order to improve access to basic services and promote local economic development	2.1.1.7 Provision and Maintenance of storm water and coastal engineering infrastructure	IS 21	Number of stormwater manholes maintained (Incl kerb inlets) Ref. (T2. 31)	600	a) Stormwater & Coastal Management Quarterly Reports b) Stormwater & Coastal Management Depot Quarterly Reports	150 stormwater manholes (incl. kerb inlets)	150 stormwater manholes (incl. kerb inlets)	150 stormwater manholes (incl. kerb inlets)	150 stormwater manholes (incl. kerb inlets)
		ENGINEERING SUPPORT SERVICES Infrastructure and Asset Management							
2.1.1 To expand and maintain infrastructure in order to improve access to basic services and promote local economic development	2.1.1.8 Strive to improve reliability and service life of Municipal infrastructure, facilities and assets	IS 22	% Verification of immovable assets and assessemnt of assets condition as the Policy	100%	a.) Assets verification and condition assessment results	10% of Assets verified and condition assessed	20% of Assets verified and condition assessed	50% of Assets verified and condition assessed	100% of Assets verified and condition assessed
		IS 23	Number of projects completed as per approved project plan	11	a) Practical completion certificate	2 projects Hlanganani Hall SCM Fencing	2 projects Mkhwanazi South Area E1 Airport ground lighting	4 projects Package Plant Mkhwanazi South Area D Alton North & South Pipe Replacement Empangeni Revitalization	3 projects Esikhaleni Fitness Centre Phase 1C Richards Bay stadium Completed Richards Bay Taxi Rank
		IS 24	Date of Completion of Esikhaleni Fitness Centre Phase 1C <i>Multi-Year Project</i>	N/A	N/A	N/A	N/A	N/A	Esikhaleni Fitness Centre Phase 1C Completed by 30 June 2026
		IS 25	% Stage of Completion of Richards Bay Taxi Rank in the 2025/26 Financial Year <i>Multi-Year Project</i>	N/A	N/A	N/A	N/A	N/A	100% Completion of Richards Bay Taxi Rank
		IS 26	Number of projects progress report submitted to Council	4	a) Report to Council	1 Quarterly report	1 Quarterly report	1 Quarterly report	1 Quarterly report

STRATEGIC OBJECTIVE	IDP STRATEGY	KPI NO	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	AUDIT EVIDENCE REQUIREMENT	QUARTERLY TARGETS			
						Q1	Q2	Q3	Q4
						TARGET	TARGET	TARGET	TARGET
Building and Structures									
Planned maintenance implementation on Building Infrastructure as per maintenance plan and Budget allocation	2.1.1.8 Strive to improve reliability and service life of Municipal infrastructure, facilities and assets	IS 27	Number of planned maintenance implemented on Building Infrastructure as per maintenance plan and Budget allocation	20	a) Closed Work orders b) Quarterly report	5 prioritised maintenance implemented	5 prioritised maintenance implemented	5 prioritised maintenance implemented	5 prioritised maintenance implemented
KPA: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION (2 KPIs = 06%)									
4.1.1 To create an appropriate organisational climate that will attract and ensure retention of staff	4.1.1.4 Develop an effective training and development strategy and programs	IS 28	Date of submitting signed Performance Plans for all employees below section 56 Managers (Level 11 upwards) within Infrastructure Services Department	31-Jul-25	a) Signed Performance Plans b) Proof of submission to PMS Unit	2025/26 Performance Plans for employees below section 56 Managers signed and submitted to PMS Unit	N/A	N/A	N/A
		IS 29	Number of Performance Assessments for employees reporting to the DCM	2	a) Assessment Report b) Attendance Register	1	N/A	1	N/A
KPA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT (5 KPIs = 14%)									
5.2.1 Sustainable Financial management (Expenditure and Revenue)	5.2.1.6 Apply adequate financial management methodologies	IS 30	% Execution and implementation of Capital projects as indicated in the IDP and SDBIP (component 5) on Civil Infrastructure projects.	90%	a) Component 5 of SDBIP	25% expenditure Evidence of expenditure Project status reports	54% expenditure Evidence of expenditure Project status reports	75% expenditure Evidence of expenditure Project status reports	90% expenditure Evidence of expenditure Project status reports
		IS 31	% Spending on IUDG funding to ensure effective implementation as per allocated budget	100%	a) Quarterly report b) SDBIP component 5 spending	5% expenditure	25% expenditure	74% expenditure	100% expenditure
		IS 32	% Spending on WISG to ensure effective implementation and spending on WISG projects as per approved business plan by CoGTA	100%	a) Quarterly report b) SDBIP component 5 spending	5% expenditure	30% expenditure	60% expenditure	100% expenditure
5.3.1 Supply Chain Management	5.3.1.2 Accurate contracts and logistics management	IS 33	Number of contract monitoring reports submitted to Portfolio Committee	4 Reports	a) Quarterly contract management report	1 Report	1 Report	1 Report	1 Report
	5.3.1.1 Demand and acquisition management	IS 34	Date of approval of project procurement plans for 2026/2027	30-Jun-26	a) Email on submission of procurement plans	N/A	N/A	N/A	2026/27 Projects Procurement Plan submitted to SCM 30 June 2026
Signed off by the DCM IS: 									
Date: 28 July 2025									
Signed by the CITY MANAGER: 									
Date:									