

PERFORMANCE PLAN
CITY MANAGER
UMHLATHUZE MUNICIPALITY

This plan defines the Council's expectations of the City Manager (CM) in accordance with the City 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 2023 to 30 June 2024.

Signed and accepted by the **City Manager (CM)** Date: 30/07/23

Signed by the **His Worship the Mayor** on behalf of Council: Date: 30/07/23

1. POSITION PURPOSE

The City 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 City 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 City 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 City Manager’s performance since they have worked closely with him on some or all aspects of his job.
3. The City 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 City Manager to provide a self-rating for the mid-year assessment and the final assessment against the agreed objectives in the column provided in the KPA scorecard.**
5. The City 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 City 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 City 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 City 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 City Manager on all Competencies will be based on the rating scale as reflected in section 4 of the performance plan.
12. His Worship, the Mayor and the City Manager to prepare and agree on a personal development plan (PDP) for addressing developmental gaps.
13. His Worship, the Mayor and City 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) 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 City Manager 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	1.1.1.1.1 Provide administrative support for all Council Committees 1.1.1.1.2 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
	1.1.2 To maintain an organizational performance management system as a tool to monitor progress of service delivery	1.1.1.4 Compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases 1.1.2.1 Monitor evaluate measure and review the performance of the municipality against indicators and targets set in the IDP
	1.1.3 Ensure Institutionalisation of Batho Pele Culture	1.1.3.1 Implement a Service Charter to meet set standards
	1.1.4 To promote a municipal governance system that enhances and embraces the system of participatory Governance	1.1.4.1 Capacitate Ward Committees to improve their effectiveness 1.1.4.2 Development of an Integrated Development Plan within prescribed legislative guidelines 1.1.4.3 Facilitation of Stakeholder and Community participation in policy making 1.1.4.4 Implementation of effective communication strategy
	1.1.5 To promote Access to Information and Accountability	1.1.4.5 Effective and efficient ICT Systems enabling Informed decision making and communication 1.1.5.1 Ensure access information in line with relevant legal prescripts
	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
	2.1.2 To maintain quality of services as per standard and legal prescripts	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
		2.1.1.6 Provision of public transport infrastructure facilities
		2.1.1.7 Provision and Maintenance of storm water and coastal engineering infrastructure
	2.1.2 To maintain quality of services as per standard and legal prescripts	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
	2.1.3 To promote the achievement of a non-racial, integrated society, through the development of sustainable human settlements and quality housing	2.1.2.3 Implementation of energy efficiency, and renewable energy technologies
		2.1.2.4 provision of electricity supply as per NERSA standards
	2.1.4 To ensure effective Fleet Management	2.1.3.1 Improve community standard of living through accelerated development of Integrated Human settlement
		2.1.4.1. Review and Implement Fleet management Plan

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT		
GOALS	OBJECTIVES	STRATEGIES
3.1 Viable Economic Growth and Development	3.1.1 To promote the agricultural potential	3.1.1.1 Review and Implement Agricultural Support Plan
		3.1.1.2 Package council land to facilitate agricultural programs
	3.1.2 Enhanced sectoral development through trade investment and business retention	3.1.1.3 Provide support for prioritised agricultural sectors
		3.1.2.1 Review and implement Economic Development Sector Plans
	3.1.3 To create an enabling environment for the informal economy	3.1.2.2 Develop investment promotion and facilitation plan
		3.1.2.3 Package council land to facilitate economic growth
	3.1.4 Clear City identity	3.1.3.1 Review and implement Informal Economy Bylaw and Policy
		3.1.4.1 To promote the city as destination of choice
	3.1.5 To Improve the efficiency, innovation and variety of government-led jobs	3.1.4.2 Review and Implement Tourism Marketing Strategy
		3.1.5.1 Promoting economic growth by providing employment opportunities for Women, Youth and People Living with Disabilities
3.2 Public Safety and Security	3.1.6 Promote SMME and Entrepreneurial development	3.1.5.2 Promote economic growth by successful implementation of EPWP and CWP community based projects
		3.1.6.1 Facilitate SMMEs access to finance , markets, trading facilities and infrastructure with linked services
		3.1.6.2 Implementation of the emerging contractor development programme
	3.2.1 Provision of efficient and effective law enforcement, registration, licensing and	3.2.1.1 Development and implementation of a crime prevention and safer city strategy

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT			
GOALS	OBJECTIVES	STRATEGIES	
3.3 Safe and Healthy Living Environment	security services		
	3.2.2 To ensure Provision of fire and rescue services	3.2.2.1 Develop and Implement a fire prevention strategy	
	3.3.1 Efficient an effective waste management services	3.3.1.1 Review and Implementation of Integrated Waste Management Plan	
	3.3.2 Provision of a dignified burial and crematorium facilities Cater for alternate future burial option	3.3.2.1 provision of cemetery maintenance and management Provision of cemeteries	
		3.3.4 Provision of dignified indigent burial service	
NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT			
GOALS	OBJECTIVES	STRATEGIES	
3.4 Social Cohesion	3.4.1 To promote social cohesion	3.4.1.1 Development and maintenance of community facilities	
		3.4.1.2 Review and implement of Arts and Culture Strategy	
		3.4.1.3 Development of sports and recreation programs	
		3.4.1.4 Develop and maintain parks facilities	
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	4.1.1.1 Review and implement the attraction, recruitment and retention strategies.	
		4.1.1.2 Review and Implement Employment Equity Policy	
		4.1.1.3 Review and Implement EAP Policy and plans	
		4.1.1.4 Develop an effective training and development strategy and programs	
		4.1.1.5 Create and maintain sound labour relations between employer and employees	
		4.1.1.6 Maintenance of an organisational structure in line with organisational objectives	

NATIONAL KPA 5 : MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT		
GOALS	OBJECTIVES	STRATEGIES
5.1 Sound Financial And Supply Chain Management	5.1.1 Compliance with financial legislation and policies	5.1.1.1 GRAP compliant
		5.1.1.2 mSCOA compliant
		5.1.1.3 Review of all financial related policies
	5.2.1 Sustainable Financial management (Expenditure and Revenue)	5.1.1.4 Compliance with all MFMA and relevant local government financial legislation
		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

NATIONAL KPA 6 : CROSS CUTTING		
GOALS	OBJECTIVES	STRATEGIES
6.1 Integrated Urban and Rural Development	6.1.1 To plan and manage existing and future development in a sustainable manner	6.1.1.1 Review and Implement Spatial Development Framework
		6.1.1.2 Development of a hierarchy of plans (i.e. precinct, nodal, concept etc.)
		6.1.1.3 Review and implement Human Settlement Sector Plan
		6.1.1.4 Review and Implement uMhlathuze Land Use Scheme
		6.1.1.5 Compliance with national SPLUMA, SPLUM Bylaw, National Building Regulations and Municipal Building Control Bylaw.
		6.1.1.6 Efficient processing of development application and building plans
	6.1.2 to ensure effective Environmental Management in compliance with legislation	6.1.1.7 Review and implement Aesthetics Bylaw
		6.1.2.1 Incremental development of strategic environmental assessment for the entire municipal area
		6.1.2.2 Review and implement Climate Change Action Plan
		6.1.2.3 Air quality monitoring and implementation of the Air Quality Management Plan
6.2 Immovable Property Management	6.2.1 To ensure fair valuation of properties	6.1.2.4 Efficient processing of environmental applications
	6.2.2 Effective Management of Council owned Immovable properties.	6.2.1.1 Development and maintenance of Valuation Roll in line with Municipal Property Rates Act.
		6.2.2.1 Update immovable asset register
6.3 Disaster Management	6.2.3 To prevent and mitigate disaster incidents	6.2.2.2 management of leased municipal properties
		6.2.3.1 Review and Implement Disaster Management Plan

4. KEY PERFORMANCE AREA SCORECARD

Refer to a separate document reflecting the Key Performance Area Scorecard, **Appendix A1 on DMS 1603618**.

The ratings attached to this section will impact on the final performance score in terms of the outputs/outcomes (performance indicators) identified in the KPA scorecard 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 CITY MANAGER

Refer to separate document reflecting Competency requirements in terms of the Local Government: Performance Regulations gazetted in Notice No 805, published on 1 August 2006, **Appendix A2 on DMS 11609296**.

The ratings attached to this section will impact on the final performance score and will constitute 20% of the overall assessment result 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.

PERFORMANCE SCORECARD 2023/2024

CITY MANAGER

CITY MANAGER 2023/2024

STRATEGIC OBJECTIVES	IDP STRATEGY	KPI NO.	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	AUDIT EVIDENCE REQUIREMENT	QUARTERLY TARGETS			
							Q1	Q2	Q3	Q4
							01 JUL - 30 SEPT	01 OCT - 31 DEC	01 JAN - 31 MAR	01 APR - 30 JUN
KPA 1: GOOD GOVERNANCE AND PUBLIC PARTICIPATION (16 KPIs = 40%)										
1.1.4 To promote a municipal governance system that enhances and embraces the system of participatory Governance	1.1.4.2 Development of an Integrated Development Plan within prescribed legislative guidelines	CM 1	Date of submission and adoption of the reviewed Integrated Development Plan (IDP) in terms of the Municipal Systems Act Ref. (COO 3)	3	31-May-24	a) Council resolution for adoption of Process Plan b) Council resolution for adoption of IDP review	IDP Process Plan adopted	N/A	2024/25 Draft IDP Submitted to Council	Final IDP approved by Council
		CM 2	Number of Public Participation programmes on IDP and Budget Ref. (COO 21)	2	2	a) Attendance register for all IDP roadshows b) Report	N/A	IDP Consultative Meetings conducted	N/A	IDP Consultative Meetings conducted
1.1.2 To maintain an organizational performance management system as a tool to monitor progress of service delivery	1.1.2.1 Monitor evaluate measure and review the performance of the municipality against indicators and targets set in the IDP	CM 3	Date of signing Perfomance Agreements, submitting to COGTA and posting on website Ref. (COO 4)	3	31-Jul-23	a) Signed Performance Agreements b) Proof of submission to CoGTA MEC c) Proof of publishing on Councils Website	Performance Agreements for all filled positions signed by 31 July, submitted to CoGTA MEC and posted on website by 14 August 2023	N/A	Reviewed Performance Agreements signed	2024/25 Draft Performance Agreements prepared
		CM 4	Date of approval of the 2024/25 SDBIP Ref. (FS 12)	3	30-Jun-24	a) Report to Council b) Council Resolution for Final SDBIP	N/A	N/A	2024/25 SDIBIP submitted to Council as an annexure to IDP	2024/25 SDBIP approved by Mayor
		CM 5	Quarterly SDBIP reports (financial) submitted to the EXCO within 30 days after the end of each quarter. Ref. (FS 13)	2	4 SDBIP Reports	a) Copy of item together with quarterly financial report to Exco/Council b) Copy of SAP accounting system figures to support quarterly SDBIP figures	1 SDBIP Report	1 SDBIP Report	1 SDBIP Report	1 SDBIP Report
		CM 6	Number of Performance Reports (Non-financial) submitte to Council Ref. (COO 8)	2	4 Performance Reorts	a) Copy of item to Council b) Council Resolution noting the report	1 Performance Report	1 Performance Report	1 Performance Report	1 Performance Report
		CM 7	Number of Performance Assessments conducted Ref. (COO 7)	2	2 Performance Assessments	a) Attendance Register b) Assessment Report	N/A	2022/23 Annual Performance Assessments conducted	2023/24 Mid-year performance reviews conducted	N/A
1.1.7 Ensure reliability and maintain independence of internal audit activity	1.1.7.2 Effective and value adding internal audit activity	CM 8	% Resolution of 2022/23 AG findings contained in the AG Management Letter Ref. (COO 24)	3	100%	a) AG Action Plan with findings b) Quarterly % resolution of Auditor General (AG) findings contained on the AG action plan	N/A	N/A	50% of AG findings resolved	100% of AG findings resolved
		CM 9	% of internal audit reviews executed against the approved Internal Audit plan Ref. (COO 25)	3	100%	a) Report on the status of responses received	5% of internal audits performed against the approved Internal Audit plan	30% of internal audits performed against the approved Internal Audit plan	65% of internal audits performed against the approved Internal Audit plan	100% of internal audits performed against the approved Internal Audit plan
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	CM 10	% completion of of Action Plans for each quarter as documented in the strategic risk register Ref. (COO 12)	3	100%	a.) Updated risk register b.) Sign-off document as proof of endorsement by MM c.) Executive summary report on achievements by CRO	100% completion of Action Plans per quarter	100% completion of Action Plans per quarter	100% completion of Action Plans per quarter	100% completion of Action Plans per quarter
		CM 11	% completion of investigation on Whistle-blower reports for each quarter Ref. (COO 14)	3	80%	a) Quarterly reports submitted to MPAC	80% investigations completed	80% investigations completed	80% investigations completed	80% investigations completed

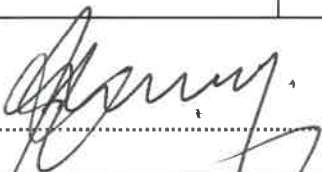
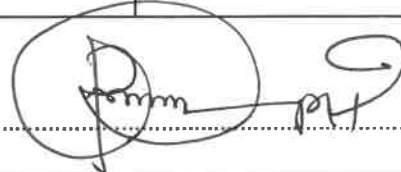
PERFORMANCE SCORECARD 2023/2024
CITY MANAGER

STRATEGIC OBJECTIVES	IDP STRATEGY	KPI NO.	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	AUDIT EVIDENCE REQUIREMENT	Q1	Q2	Q3	Q4
							01 JUL - 30 SEPT	01 OCT - 31 DEC	01 JAN - 31 MAR	01 APR - 30 JUN
1.1.4 To promote a municipal governance system that enhances and embraces the system of participatory Governance	1.1.4.4 Implementation of effective communication strategy	CM 12	% implementation of prioritised communication and marketing projects and activities emanating from the Integrated Marketing and Communication Strategy as adopted by Council Ref. (COO: 16)	2	100%	a) Quarterly Report with outcomes and coverage analysis b) Copies and evidence of communication platforms used to activate Brand uMhlathuze	0% (Communications Strategy and Plan for 2023/24 FY adopted)	100% Implementation of quarter 2 deliverables of the Communication and Marketing Plan	100% Implementation of quarter 3 deliverables of the Communication and Marketing Plan	100% Implementation of quarter 4 deliverables of the Communication and Marketing Plan
	1.1.4.3 Facilitation of Stakeholder and Community participation in policy making	CM 13	% of ward committees with 6 or more ward committee members (excluding the ward councillor) Ref. (COO 20)	2	100%	a) Attendance Registers in monthly meetings as evidence each member availability b) Copies of agendas and minutes	100%	100%	100%	100%
	1.1.4.5 Effective and efficient ICT Systems enabling Informed decision making and communication	CM 14	% Availability of ICT Systems that enables efficient decision making and communication to support a sound and effective governance Ref. (DCM CS 13)	2	90% (Average)	a) Monthly report on system availability b) Quarterly report to Council	90% availability of ICT Systems	90% availability of ICT Systems	90% availability of ICT Systems	90% availability of ICT Systems
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	CM 15	Implementation of consequence management for all irregularities	3	100%	a) Reported Cases register b) Report on DC outcome	100% implementation of consequence management	100% implementation of consequence management	100% implementation of consequence management	100% implementation of consequence management
		CM 16	Review of Municipal Delegation Framework and Policies Ref. (DCM CS 7)	2	30-Jun-24	a) Report to Council b) Council Resolution	N/A	N/A	N/A	Municipal Delegation Frameworkand Policies reviewed
BASIC SERVICES AND INFRASTRUCTURE PROVISION (6 KPI's = 15%)										
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	CM 17	Number of new water connections meeting minimum standard Ref (T 2.3, DCM IS 8)	3	500	a) Quarterly report b) IR Forms	100 water meters	100 water meters	100 water meters	200 water meters
		CM 18	Percentage of total water losses Ref (T 2. 6, DCM IS 16)	2	22%	a) Quarterly report	26%	24%	22%	22%
	2.1.1.2 Eradicate sanitation services backlogs through provision of basic sanitation services	CM 19	Number of new sewer connections meeting minimum standard Ref (T 2. 10, DCM IS 9)	2	1100	a) Quarterly report b) Verified Spreadsheet from consultants	N/A	N/A	100 new sewer connection	1000 new sewer connection
	2.1.1.3 Eradicate electricity supply backlogs through provision of basic electricity supply services	CM 20	Number of new households provided with new Electricity connections (Municipal supply) Ref. (T2.15, DCM EES 10)	2	80	a) Quarterly report on new households connected	10 new connections	15 new connections	25 new connections	30 new connections
	2.1.1.4 Eradicate refuse removal backlogs through provision of basic waste management services	CM 21	Number of new households with access to waste disposal Ref. (T2.23, DCM COMS 9)	3	1 000	a) Evidence of delivery of skips/placement of skips b) Evidence of calculations of households	N/A	N/A	500 additional households	500 additional households
2.1.3 To promote the achievement of a non-racial, integrated society, through the development of sustainable human settlements and quality housing	2.1.3.1 Improve community standard of living through accelerated development of Integrated Human settlement	CM 22	Number of subsidised slabs / housing units completed for Dumisani Makhaye Village Ref. (T2.33, DCM CD 19)	3	133 Slabs 103 Housing Units	a) Updated Title deeds transfer register b) D 6 forms for slab approval and completions	40 slabs completed	40 slabs completed	53 slabs completed 40 housing units completed	63 housing units completed

PERFORMANCE SCORECARD 2023/2024
CITY MANAGER

STRATEGIC OBJECTIVES	IDP STRATEGY	KPI NO.	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	AUDIT EVIDENCE REQUIREMENT	Q1	Q2	Q3	Q4
							01 JUL - 30 SEPT	01 OCT - 31 DEC	01 JAN - 31 MAR	01 APR - 30 JUN
KPA: LOCAL ECONOMIC DEVELOPMENT (5 KPIs = 12%)										
3.1.4 Clear City identity	3.1.4.1 To promote the city as destination of choice	CM 23	Number of advertorials on national platforms intended for the marketing of uMhlathuze as destination of choice Ref. (DCM CD 12)	2	4	a) Shopping Cart & PO b) Copy of advert	1 advertorial on marketing platforms	1 advertorials on marketing platforms	1 advertorials on marketing platforms	1 advertorial on Tourism Magazine
3.1.1 To promote the agricultural potential	3.1.1.3 Provide support for prioritised agricultural sectors	CM 24	Number of agricultural development support programmes executed through entrepreneurial development, marketing services, and value adding avenues Ref. (DCM CD 22)	3	50	a) Agricultural Support Plan b) Training Attendance reports	10 emerging farmers supported	10 emerging farmers supported	15 emerging farmers supported	15 emerging farmers supported
3.1.5 To Improve the efficiency, innovation and variety of government-led jobs	3.1.5.1 Promoting economic growth by providing training opportunities for Women, Youth and People Living with Disabilities.	CM 25	Number of unemployed community members re-skilled Ref. (T3.3, DCM CD 25)	3	80	a) Advert for training b) Close out report c) Attendance register	20 unemployed community members trained	20 unemployed community members trained	20 unemployed community members trained	20 unemployed community members trained
	3.1.5.2 Promote economic growth by successful implementation of EPWP and CWP community based projects	CM 26	Number of jobs created through EPWP and other related programmes (Infrastructure; Environment and Culture; Social and Non State Sectors) Ref. (T3.4, DCM CD 26)	2	725 (Cumulative)	a) Appointment letters/employment contract b) Attendance registers	100 job opportunities created	100 job opportunities created	250 job opportunities created	175 job opportunities created
3.4.1 To promote social cohesion	3.4.1.5 Establish and implement special programmes	CM 27	Number of Programmes for Women, Men, Junior Council, Disability, Senior Citizens, and Religious Council. Ref. (COO 31)	2	5	a) Quarterly Special Programmes Report	1 Special Programme conducted	3 Special Programmes conducted	1 Special Programme conducted	N/A
KPA: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION (4 KPIs = 10%)										
4.1.1 To create an appropriate organisational climate that will attract and ensure retention of staff	4.1.1.1 Review and implement the attraction, recruitment and retention strategies.	CM 28	Percentage of working days that section 56/57 positions are filled by permanent staff Ref. (T 4.4, DCM CS 22)	2	90% (Average)	a) HR Report with supporting calculations	90%	90%	90%	90%
	4.1.1.4 Develop an effective training and development strategy and programs	CM 29	Workplace Skills training programmes/courses provided to staff and councillors as implementation of the Workplace Skills Plan Ref (DCM CS 27)	3	10	a) Attendance register for training provided b) Programme and report on the programme held	3 Training Programmes provided	2 Training Programmes provided	2 Training Programmes provided	3 Training Programmes provided
	4.1.1.6 Maintenance of an organisational structure in line with organisational objectives	CM 30	Annual review of the organisation structure by 30 June 2024 Ref. (DCM CS 30)	3	30-Jun-24	a) Proof of amendment/ implementation of Council resolutions b) Quarterly report	N/A	Signed Job descriptions for all posts in the organogram structure	Change Management training to Managers Consultation with relevant stakeholders on Job Evaluation and Municipal Grading	Submit annual review of organogram/structure to Council for Adoption
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	CM 31	Date of adoption of IPMS Policy developed to implement Municipal Staff Regulations on Cascading Performance Management	2	30-Sep-23	a) Report to Council b) Council Resolution	IPMS Policy adopted	N/A	N/A	N/A

PERFORMANCE SCORECARD 2023/2024
CITY MANAGER

STRATEGIC OBJECTIVES	IDP STRATEGY	KPI NO.	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	AUDIT EVIDENCE REQUIREMENT	Q1	Q2	Q3	Q4
							01 JUL - 30 SEPT	01 OCT - 31 DEC	01 JAN - 31 MAR	01 APR - 30 JUN
KPA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT (7 KPIs = 18%)										
5.1.1 Compliance with financial legislation and policies	5.1.1.4 Compliance with all MFMA and relevant local government financial legislation	CM 32	Date of approval of 2024/2025 budget which is credible, transparent and accurate in accordance with the Sec.24 (1) of the Municipal Finance Management Act Ref. (FS 7)	3	30-Jun-24	a) Copy of item to EXCO b) Copy of EXCO resolution noting or adopting budget time schedule	Key deadlines schedule to EXCO before 31 August 2023	N/A	Draft budget to Council for approval by 22 March 2024	Final budget to Council for approval by 30 May 2024
		CM 33	Number of financial reports submitted to the Mayor within 10 working days after end of each month in terms of S.71 of the MFMA. Ref. (FS 9)	2	12	a)Copies of monthly financial reports and item to EXCO and Council in terms of the MFMA b)Copy of the resolutions taken by Council in respect of the reports submitted.	3 S71 Reports	3 S71 Reports	3 S71 Reports	3 S71 Reports
		CM 34	Quarterly SCM reports submitted to Council within 30 days of end of each quarter in terms of Council policy. Ref. (FS 22)	2	4	a) Copy of the quarterly SCM report b) Copy of item to Finance Portfolio Com with recommendations in terms of adherence to SCM policy c) Copy of Council resolution	1 SCM Report	1 SCM Report	1 SCM Report	1 SCM Report
		CM 35	Monthly Grant reports on all DORA reportable grants received from National Treasury Ref (CFO 3,20)	3	12	a) Copy of monthly grant reports on all DORA reportable grants	3 monthly Grant reports included in Section 71 report	3 monthly Grant reports included in Section 71 report	3 monthly Grant reports included in Section 71 report	3 monthly Grant reports included in Section 71 report
		CM 36	% Spending on IUDG funding to ensure effective implementation and spending on IUDG projects as per approved business plan by CoGTA Ref. (DCM IS 29)	3	100%	a) Quarterly report b) SDBIP component 5 spending	5% expenditure	30% expenditure	60% expenditure	100% expenditure
5.2.1 Sustainable Financial management (Expenditure and Revenue)	5.2.1.6 Apply adequate financial management methodologies	CM 37	% Capital expenditure of approved Capital projects in line with 2023/2024 Budget Ref. (FS 30)	3	100% (Cumulative)	a) Statutory SDBIP Component 5 report to Council indicating Capital Expenditure	20,2% capital budget spent	44% capital budget spent	62,1% capital budget spent	100% capital budget spent
5.3.1 Supply Chain Management	5.3.1.1 Demand and acquisition management	CM 38	Date of finalizing 2024/25 Organizational Procurement Plan	2	30-Jun-24	a) Copy of 2024/25 Procurement Plan	N/A	N/A	N/A	Procurement Plans for 2024/2025 reviewed (received) by SCM
KPA: CROSS CUTTING INTERVENTIONS (2 KPIs = 05%)										
6.1.1 To plan and manage existing and future development in a sustainable manner	6.1.1.1 Review and Implement Spatial Development Framework	CM 39	Date of finalizing SDF to include as an annexure to IDP Ref. (DCM CD 10)	3	31-May-24	a) Proof of submission to IDP Unit b) Draft SDF c) Final SDF	N/A	N/A	Draft SDF for 2024/2025 submitted to IDP Unit	Final SDF for 2024/2025 submitted to IDP Unit
	6.1.1.6 Efficient processing of development application and building plans	CM 40	% processing of Planning Applications submitted in terms of Section 27 of the SPLUMA Bylaw Ref. (DCM CD 9)	2	100%	a) Updated applications register b) Quarterly Report	100% of SPLUMA applications processed	100% of SPLUMA applications processed	100% of SPLUMA applications processed	100% of SPLUMA applications processed
Signed by the CITY MANAGER:  Date: 31/07/2023						Signed by the MAYOR:  Date: 31/07/2023				