

PERFORMANCE PLAN
MUNICIPAL MANAGER
Okhahlamba Local Municipality
2016/2017

This plan defines the Council's expectations of the Municipal Manager in accordance with the performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be, based on the key performance indicators.

The **main parts** to this performance plan are:

1. A statement about the *purpose of the position*;
2. A performance scorecard *key performance Area (KPA)s, performance indicators (KPIs), weightings, target/target dates (i.e. annual and quarterly) and evidence required*;
3. Brief *Individual Learning Plan (ILP)*.
4. Evaluation Sheet

The period of this plan is from **01st July 2016** to **30th June 2017**

Signed and accepted by the: <i>MAYOR</i> on behalf of the Council	
Signed by the MUNICIPAL MANAGER:	
DATE:	

1. Purpose

The performance plan defines the Council's expectations of the Municipal Manager's performance agreement to which this document is attached and 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 in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

2. Key responsibilities

The following objects of local government will inform the Municipal Manager's performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

3. Key Performance Areas

The following Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organisational Development.
- 3.2 Basic Service Delivery
- 3.3 Local Economic Development (LED).
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

KPA	GOAL	OBJECTIVE	REFERENCE NUMBER	STRATEGY	INDICATOR	WEIGHT 100%	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	PORTFOLIO OF EVIDENCE
Municipal Transformation and Institutional Development	To transform and develop institutional capacity to create an efficient organisation	To improve institutional and organisational capacity	MTOD01	Filling of identified critical posts	Number critical posts filled		5	5	5	5	COUNCIL RESOLUTION
					Number of Performance Agreements signed reflecting national government priorities		5	5	5	5	SIGNED PERFORMANCE AGREEMENTS
			MTOD02	Review and implement an effective organogram	Date of adopted reviewed organogram					30-Jun-17	COUNCIL RESOLUTION
			MTOD03	Implementation of the Workplace Skills Plan (WSP)	Number of employees trained as per the WSP		2	3	3	2	ATTENDANCE REGISTERS
			MTOD04	Implementation of the Employment Equity Plan	% of people from employment equity target group employed in the three highest levels of management					100%	EMPLOYMENT EQUITY PLAN & APPOINTMENT LETTER
			MTOD05	Review and implement Performance Management System	Number of quarterly performance reports reviews conducted and submitted to council		1	1	1	1	PERFORMANCE REPORTS & COUNCIL RESOLUTIONS
					Number of reports submitted on performance in terms of S46 of the MSA					1	ANNUAL PERFORMANCE REPORT & COUNCIL RESOLUTION
					% of evaluated Middle Managers (PMS)		100%	100%	100%	100%	PERFORMANCE EVALUATION REPORTS
					% of evaluated Senior Managers (PMS)		100%	100%	100%	100%	PERFORMANCE EVALUATION REPORTS
					Number of Performance Audit Committee Meetings held		1	1	1	1	ATTENDANCE REGISTER & MINUTES

KPA	GOAL	OBJECTIVE	REFERENCE	STRATEGY	INDICATOR	WEIGHT	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	PORTFOLIO OF EVIDENCE		
					Number of Performance Audit Reports submitted to council		1	1	1	1	PERFORMANCE AUDIT REPORT & COUNCIL RESOLUTION		
			MTOD06	Adoption and Implementation of the Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal services	Date of adoption of the IDP					30-Jun-17	COUNCIL RESOLUTION & IDP DOCUMENT		
					Yes/ No- 10 critical services identified and included in the IDP (MTAS)					Yes			
Basic Service Delivery and Infrastructure DevelopmentA	To improve service delivery and facilitate the provision and maintenance of new and existing infrastructure.	Advance access to basic services	SDID01	Provide access to solid waste disposal services	Number of households with access to basic solid waste disposal		329	329	329	329	BILLING REPORT		
					% of households with access to basic solid waste disposal		100%	100%	100%	100%			
			SDID02	Improve access to Electricity	% of households with access to electricity	ESKOM AUTHORITY							
			SDID03	Improve access to adequate water & sanitation	% of households with access to water & sanitation	DISTRICT AUTHORITY							
			SDID04	Provision of free basic services (Water, Sanitation and Refuse Removal)	Number of households earning less than R1100 with access to free basic services		1645	1645	1645	1645	FREE BASIC ELECTRICITY BENEFICIARIES REGISTER		
					% of households earning less than R1100 with access to free basic services		100%	100%	100%	100%			
			SDID05	Improve access to Electrification	Amount spent on Free basic electricity		R596 631.60	R596 631.60	R596 631.60	R596 631.60	PROGRESS REPORTS		
					Percentage progress for Sandlwana electrification project		30%	50%	70%	100%	PROGRESS REPORTS		
					Percentage progress for ward 1 farmland electrification project		25%	50%	75%	100%	PROGRESS REPORTS		
					Percentage progress for ward 11 farmland		25%	50%	75%	100%	PROGRESS REPORTS		

KPA	GOAL	OBJECTIVE	REFERENCE	STRATEGY	INDICATOR	WEIGHT	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	PORTFOLIO OF EVIDENCE
					electrification project						
					Percentage progress for ward 12 farmland electrification project		25%	50%	75%	100%	PROGRESS REPORTS
					Percentage progress for Woodford infills electrification projects		25%	50%	75%	100%	PROGRESS REPORTS
					Percentage small areas in ward 9		25%	50%	75%	100%	PROGRESS REPORTS
					Percentage progress for ward 10 infills		25%	50%	75%	100%	PROGRESS REPORTS
					Percentage progress for ward 08 infills		25%	50%	75%	100%	PROGRESS REPORTS
					Percentage progress for ward 07 infills		25%	50%	75%	100%	PROGRESS REPORTS
					Percentage progress for ward 04 infills		25%	50%	75%	100%	PROGRESS REPORTS
					Percentage progress for high masts lighting and street lighting		25%	50%	75%	100%	PROGRESS REPORTS
			SDID06	Improve access to roads	Percentage progress for Nkwazini gravel road		40%	60%	100%		PROGRESS REPORTS
			SDID07		Percentage progress for Mnceleni gravel road		25%	50%	75%	100%	PROGRESS REPORTS
			SDID08		Percentage progress for Ogade pedestrian Bridge		25%	50%	75%	100%	PROGRESS REPORTS
			SDID09		Percentage progress for construction of footbridges		50%	100%			PROGRESS REPORTS
			SDID10	Improve recreational facilities	Percentage progress for Bergville Sports Complex		40%	60%	75%	100%	PROGRESS REPORTS
			SDID11		Percentage progress for Khethani Market Stalls		25%	50%	75%	100%	PROGRESS REPORTS
			SDID12		Percentage progress for Bergville Market		25%	50%	75%	100%	PROGRESS REPORTS

KPA	GOAL	OBJECTIVE	REFERENCE	STRATEGY	INDICATOR	WEIGHT	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	PORTFOLIO OF EVIDENCE
					Stalls phase 2						
			SDID13		Percentage progress for Bergville vehicle testing pit		25%	50%	75%	100%	PROGRESS REPORTS
			SDID14		Percentage progress for Bergville tarred road		25%	50%	75%	100%	PROGRESS REPORTS
			SDID15	To Achieve 100% CAPEX	The amount of Municipality capital budget actual spent on capital projects identified for a particular financial year in terms of the municipality IDP						PROGRESS REPORTS
Local Economic Development and Social Development	To respond to social development issues and create a climate conducive for local economic development	Promote economic growth and developm+C24ent	LESD01	Create jobs through LED initiatives	Number of jobs created through municipality LED initiatives including capital projects		321	321	321	321	Payroll list & General ledger
					Amount spent on jobs created through LED initiative including capital projects		R1,250,000.00	R1,250,000.00	R1,250,000.00	R1,250,000.00	
					Number SMMEs and Co-ops supported		7	7	7	7	
			LESD02	Provide support to Local Tourism forum held	Number of Business Forum Held		1	1	1	1	Attendance register
			LESD03		Number of Tourism forum held		1	1	1	1	Attendance register
			LESD04		Purchasing of Truck (Yes/No)			Yes			Payment voucher
			LESD05		Purchasing of Table and Chairs(Yes/No)			Yes			Payment voucher
						LESD06		Purchasing of Traffic camera's			Yes
			LESD07		Purchasing of Disaster equipment(Yes /No)			Yes			Payment voucher

KPA	GOAL	OBJECTIVE	REFERENCE	STRATEGY	INDICATOR	WEIGHT	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	PORTFOLIO OF EVIDENCE
			LESD08		Amount collected on Okhahlamba Testing Station operationalization						Monthly report of licence department
			LESD08		Okhahlamba Winery & grapes plantation		R116 700.00	R116 700.00	R116 700.00	R116 700.00	Report on licensing
Good Governance and Public Participation	To enhance and implement systems and procedures towards accountable local governance	Effective Public participation	GGPP01	Ensure functional Ward Committees	Number of Ward Committee meeting held		45	45	45	45	ATTENDANCE REGISTER
			FVFM01	Optimize the expenditure of capital budget	Percentage Capital expenditure budget implementation (actual capital expenditure/budget capital expenditure x 100)		25%	25%	25%	25%	PRACTICAL COMPLETION CERTIFICATES & FINANCIAL RECORDS
			FVFM02	Optimize revenue collection	% of cash collected from customers against billing		25%	25%	25%	25%	AFS
			FVFM03	Optimize revenue of operational budget	Percentage spent of Operational Budget (OPEX) on repairs and maintenance of infrastructure		25%	25%	25%	25%	AFS
			FVFM04	Financial viability expressed in ratios	Debt coverage Ratio: Total operational revenue less operational grants/ debt service payment due within the financial year					18:1	AFS
					Outstanding service debtors to revenue ratio: Total outstanding service debtors divide by annual revenue from services					10:1	AFS

KPA	GOAL	OBJECTIVE	REFERENCE	STRATEGY	INDICATOR	WEIGHT	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	PORTFOLIO OF EVIDENCE
					Costs coverage ratio: available cash plus investments divide by monthly fixed operating expenditure		1	1	2	1	AFS
			FVFM05	Updating of Asset Register	Updated asset register			1		1	UPDATED ASSET REGISTER
			CRCI01	Implementation of the KZN Planning and Development Act	% of applications processed within the legal timeframes		100%	100%	100%	100%	COUNCIL RESOLUTIONS & PLANNERS REPORTS
			CRCI02		Number of Established Disaster Management Forums			1			ATTENDANCE REGISTERS & MINUTES
			CRCI03	Functional Disaster Management Centre	Percentage response to reported disasters		100%	100%	100%	100%	DISASTER MANAGEMNT REPORTS
			CRCI04		Number of Traffic fines issued		200	400	300	100	Report on traffic fines issued

COMPETENCY FRAMEWORK STRUCTURE

The competencies that appear in the competency framework are detailed below

LEADING COMPETENCIES	
Strategic Direction and leadership	<ul style="list-style-type: none"> • Impact and influence • Institutional Performance Management • Strategic planning and management • Organisational awareness
People Management	<ul style="list-style-type: none"> • Human Capital planning and Development • Diversity in management • Employee Relations Management • Negotiation and Dispute Management
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
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and evaluation
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Cooperative Governance
CORE COMPETENCIES	
Moral Competence	
Planning and Organising	
Analysis and Innovation	
Knowledge and Information Management	
Communication	
Results and Quality Focus	

The employee's assessment will be based on his or her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the KPA's, which constitute 100%/80% of the overall assessment result as per the weightings agreed to between the employer and employee.

1. Key Performance Areas (KPA's) for Municipal Managers		1st	2nd	3rd	4th
	Weighting	Score	Score	Score	Score
Good Governance & Public Participation	10				
Institutional Development and Transformation	20				
Financial Viability	20				
Basic Service Delivery	30				
Local Economic Development	10				
Spatial Development framework	10				
TOTAL	100%				