

**PERFORMANCE PLAN**

**MADE AND ENTERED INTO BY AND BETWEEN:**

**XHARIEP DISTRICT MUNICIPALITY AS REPRESENTED BY THE  
EXECUTIVE MAYOR**

**MONGI GIDEON NTSWANAMBI**

**AND**

**MAZONDI MARTIN KUBEKA  
THE ACTING MUNICIPAL MANAGER OF THE MUNICIPALITY**

**FOR THE**

**FINANCIAL YEAR: 1 JULY 2013 TO 30 JUNE 2014**

## **PERFORMANCE PLAN**

(Period: 1 July 2013 to 30 June 2014)

### **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 employee's performance:

- 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 Area's (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed below:

- Basic Service Delivery.
- Municipal Institutional Development and Transformation.
- Local Economic Development.
- Municipal Financial Viability and Management.
- Good Governance and Public Participation.

### **4. Rating**

The assessment of the performance of the employee will be based on the ratingscale for KPA's and CCR's as set out in the performance agreement.

## SCORECARD

No	KPA	Weighting	Objective	KPI (Indicator & Target)	Baseline Information	Target Date (Timeframe, Quality & Quantity)	Progress on Review
I	Municipal Transformation and Organizational Development	40	Performance Management system reviewed and aligned to the IDP	Mid-year performance report submitted to the Executive Mayor	30 June 2013	31 Jan 2014	
				Annual performance report for 2012/13 submitted to the Executive Mayor	30 June 2013	31 Aug 2013	
				Corporate (Municipal) and departmental level scorecards developed and targets set for the 2013/14 financial year	30 June 2013	31 Aug 2013	
				Ensure auditing of performance measures in terms of section 14 of the PMS regulations and submission of quarterly performance reports to the performance audit committee (PMAC)	30 June 2013	4 Reports submitted	
				Formal performance evaluations conducted with all direct reports during January 2014 and July 2014	30 June 2013	31 Jan 2014 and 31 Jul 2014	
		Detailed project plans for all municipal projects with KPI's as reflected in the SDBIP for the 2013/14 financial year	30 June 2013	30 Sept 2013			
			Organisational review conducted	An organisational structure aligned to the IDP	30 June 2013	30/09/2013	

No	KPA	Weighting	Objective	KPI (Indicator & Target)	Baseline Information	Target Date (Timeframe, Quality & Quantity)	Progress on Review
				established and operationalized			
			Prepare a Strategic Human Resource Management plan for the municipality to run concurrent with the IDP	Develop a Strategic Human Resource Plan dealing with workforce planning, retention strategies, recruitment and selection strategies , performance management, diversity management and training and development in one coherent strategy	30 June 2013	30/11/2013	
				Ensure Compliance with Council's employment equity strategy and plan by ensuring achievement of the Directorates' targets	30 June 2013	30 June 2014	
				<ul style="list-style-type: none"> <li>➤ Employment Equity Plan reviewed</li> <li>➤ Workplace Skills Plan compiled</li> <li>➤ Occupational Health and Safety Compliance</li> <li>➤ Human Resources Policies reviewed</li> </ul>	30 June 2013	30 June 2014	
			Prepare/review a comprehensive delegated powers for submission to Council	Delegations approved by Council	30 June 2013	30 June 2014	
				Conduct workshops of councillors and management regarding	30 June 2013	30 June 2014	

No	KPA	Weighting	Objective	KPI (Indicator & Target)	Baseline Information	Target Date (Timeframe, Quality & Quantity)	Progress on Review
				proposed/reviewed delegated powers			
2.	Infrastructure development & Service delivery	5	% expenditure of capital budget	100% of capital budget allocated by the District to its local municipality(as provided for in the budget) and grant funding spent on programmes and projects	30 June 2013	30 June 2014	
		5	Establish a customer care management system and policy for the Municipality	Customer care system and policy established and functioning	30 June 2013	30 June 2014	
				Conduct two customer satisfaction surveys and present reports to council	30 June 2013	30 June 2014	
		5	Ensure the provision of efficient and effective service delivery to the community so that the requirements of the IDP are met	Establish a monitoring and reporting system/framework for water services providers	30 June 2013	30 June 2014	
				Ensure the submission of a (revised) business plan for the establishment and operation of a district disaster management centre to MAYCO	30 June 2013	30 June 2014	
5	Establishment of Intergovernmental Relations structures	Ensure cooperation between district municipality and the local municipalities with Xhariep area of responsibility	30 June 2013	30 June 2014			

No	KPA	Weighting	Objective	KPI (Indicator & Target)	Baseline Information	Target Date (Timeframe, Quality & Quantity)	Progress on Review
				Ensure quality consultation with parastatals and other critical stakeholders by holding quarterly meetings with stakeholders	30 June 2013	30 June 2014	
				Ensure proper representation of stakeholders at all meetings	30 June 2013	30 June 2014	
3.	Local Economic Development (LED)	4	Projects aimed at construction of new, and refurbishment of existing, infrastructure assets/plant are designed to facilitate labour intensive construction methodologies	Proposals to amend the Municipality's preferential procurement policy to encourage labour intensive construction methodologies are prepared and submitted for consideration by the Council	30 June 2013	31/08/2013	
			Promote the involvement of SMMEs in projects.	10% of projects involves SMME's	30 June 2013	30/06/2014	
			Build consensus with stakeholders around an LED strategy for Xhariep District with an orientation to maximizing growth, employment, empowerment and poverty reduction	LED Strategy approved by Council	30 June 2013	03/09/13	
			Manage external consultants and contractors appointed for technical projects	➤ Project plans and budgets to be in place and available for	30 June 2013	50% of spending for projects on SMME's by 30 June 2014	

No	KPA	Weighting	Objective	KPI (Indicator & Target)	Baseline Information	Target Date (Timeframe, Quality & Quantity)	Progress on Review
				<ul style="list-style-type: none"> <li>inspection.</li> <li>➤ Progress against plans to be reported regularly.</li> </ul>			
		1	Facilitate partnerships for economic development within the municipality	<ul style="list-style-type: none"> <li>➤ Attract investment to the District</li> <li>➤ Establish and maintain District Economic Forum</li> </ul>	30 June 2013	30 June 2014	
4.	<b>Municipal Financial Viability &amp; Management</b>	10	Submission of the 2012/13 Annual financial statements to Auditor General	Proof of submission of the 2012/13 AFS submitted to the Mayor and Auditor General before the end of 31 August 2013	30 June 2013	31/08/2014	
			An unqualified report from the Auditor General on 2012/13 Annual financial statements.	Auditor-General's report by 31 December 2013	30 June 2013	31/12/2013	
			Budget for FY 2014/15 is compiled in accordance with relevant statutory prescripts	Budget timetable for FY 2014/15, including review of IDP and PMS, tabled in the Council	30 June 2013	31/07/13	
				Draft budget for FY 2014/15 and prescribed supporting documentation submitted to the Mayor	30 June 2013	31/01/14	
				Draft budget for FY 2014/15 and prescribed supporting documentation tabled in the Council and published	30 June 2013	31/03/14	
Draft budget for FY 2014/15 prescribed	30 June 2014	31/05/14					

No	KPA	Weighting	Objective	KPI (Indicator & Target)	Baseline Information	Target Date (Timeframe, Quality & Quantity)	Progress on Review
				supporting documentation and report reflecting comments and representations received during public consultation and from organs of state, tabled in the Council, with a view to approval			
		10	Statutory financial reporting requirements are consistently met	Determine and ensure compliance with a programme for preparing, submitting and publishing prescribed financial reports [e.g. MFMA, DoRA]	30 June 2013	30/08/13	
	Approve and oversee implementation of a risk based internal audit programme		At least two internal audit reports and four internal performance audit reports submitted to and considered by the Audit Committee during FY 2013/14	30 June 2013	30/06/14		
			At least 4 Audit Committee reports submitted to the Executive Mayor for consideration by the Council	30 June 2013	30/06/14		
			Audit Committee's report on its review of the annual financial statements for FY 2012/13 submitted to the Executive Mayor for consideration by the Council	30 June 2013	31/10/13		



No	KPA	Weighting	Objective	KPI (Indicator & Target)	Baseline Information	Target Date (Timeframe, Quality & Quantity)	Progress on Review
5.	<b>Good Governance &amp; Public Participation</b>	15	Formalise Community Participation Structure in terms of Budgeting	4 community meetings held	30 June 2013	30/06/14	
			Formalise Community Participation Structure in terms of PMS Monitoring and reporting	4 meetings held for KPI and target setting 4 performance report back meetings held	30 June 2013	30/06/14	
			Formalise Community Participation Structure in terms of IDP	4 community meetings held to determine priorities	30 June 2013	30/06/14	
			Ensuring budget (Capital funded projects and Operating such as filling of vacancies) spending i.t.o Council's approved budget are adhered to.	Ensuring that there are no reported incidences of under spending and overspending or non-spending occurs	30 June 2013	30/06/14	
			Compliance with financial related policies and Legislation	Addressing and reporting audit issues raised affecting the Municipality for both internal and external audits on a continuous basis (prior years AG or current years internal audit reports). Audit issues raised in the previous year by the AG and Internal Audit must be fully addressed	30 June 2013	30/06/14	
			Review of the municipality's Risk Assessment profile	Submit report to Council regarding review findings	30 June 2013	31/03/14	

No	KPA	Weighting	Objective	KPI (Indicator & Target)	Baseline Information	Target Date (Timeframe, Quality & Quantity)	Progress on Review
			Progress made regarding the preparation of the 2011/12 Annual report	2012/13 Annual Performance report submitted to the Executive Mayor by 31 August 2013 2012/13 Annual report approved by Council by 31 March 2014	30 June 2013	31/08/2013 31/03/2014	

## 5. CORE COMPETENCY REQUIREMENTS

Competencies	Weight	Description/Definition	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
Financial management	10	Compiles and manages budgets, controls cash flow, institutes risk management and administers supply chain management processes in accordance with legal prescripts and generally recognised accounting practices in order to ensure the achievement of the Municipality's strategic objectives.		
People management and empowerment	20	Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve the Municipality's strategic objectives.		
Client orientation and customer focus	20	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.		
Strategic capability and leadership	10	Provides a vision, sets the direction for the administration and inspires others to deliver on the municipality's mandate		
Problem solving and analysis	10	Systematically identifies, analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.		
Programme and project management	10	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.		
Honesty and integrity	10	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality.		
Competence in policy conceptualisation, analysis and implementation	10	The ability to draft and implement a policy due to the arriving at a concept or a generalisation as a result of seeing things, experiencing things, being informed of something as well as the ability to analyse, comprehend and implement a policy drafted by somebody else.		

Competencies	Weight	Description/Definition	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
				<b>TOTAL</b>

## 6. Consolidated Score Sheet

### KEY PERFORMANCE AREAS

Key performance area	Weight	Rating	Score
Municipal institutional development and transformation	50		
Basic service delivery	15		
Local economic development	5		
Municipal financial viability and management	20		
Good governance and public participation	10		
Total score			
Total weight, key performance areas			<b>80%</b>
<b>Weighted score, Key performance areas</b>			

### CORE COMPETENCY REQUIREMENTS

	Core competency requirement	Weight	Rating	Score
1	Financial management	10		
2	People management and empowerment	20		
3	Client orientation and customer focus	20		
4	Strategic capability and leadership	10		
5	Problem solving and analysis	10		
6	Programme and project management	10		
7	Honesty and integrity	10		
8	Competence in policy conceptualisation, analysis and implementation	10		
Total score				
Total weight, core competency requirements				<b>20%</b>
<b>Weighted score, core competency requirements</b>				

**7. Performance Bonus**

The Municipal Managers performance will be rewarded according to the performance reward scheme of the municipality as set out in the performance agreement.(Regulation 32(2) of the Performance Regulations gazetted in Notice No 805, published on 1 August 2006.)

**8. Amendments**

The Employer may review and make reasonable changes to the provisions of the performance plan from time to time for operational reasons on agreement by both parties.

Thus done and signed at **TROMPSBURG** on ... ..... **2013**

**AS WITNESSES:**

1. \_\_\_\_\_

\_\_\_\_\_  
**MUNICIPAL MANAGER**

2. \_\_\_\_\_

Thus done and signed at **TROMPSBURG** on ... ..... **2013**.

**AS WITNESSES:**

1. \_\_\_\_\_

\_\_\_\_\_  
**EXECUTIVE MAYOR**

2. \_\_\_\_\_

**9. CONTROL SHEET**

**TO BE UPDATED BY THE MAYOR**

PLANNING PHASE			
Date of 1 <sup>st</sup> planning meeting		Date of 2 <sup>nd</sup> planning meeting	
Date copy of performance plan handed to MM		Executive Mayor	

COACHING PHASE	
(Keep a record of meetings held to give feedback to the Municipal Manager on performance related issues)	
Date of feedback meeting	Performance issues discussed and corrective action to be taken
Date of formal Half-year review	

REVIEWING PHASE			
Date MM notified of formal review meeting			
Date of 1 <sup>st</sup> review meeting			
Date of 2 <sup>nd</sup> review meeting			
Date of 3 <sup>rd</sup> review meeting			
Date of 4 <sup>th</sup> review meeting			
Executive Mayor		Signature	