

Performance Plan

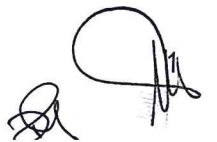
Municipal Manager

2015/2016

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The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

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Annexure A – 2015/16

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for **eighty percent** of the total employee assessment score.

Operational Performance of Department – Departmental SDBIP

Ref	National KPA	KPI	Unit of Measurement	Baseline	Proof of Evidence	Target	Q1	Q2	Q3	Q4	Weight
1	Implement Transformation in the organisation	Review of the system of delegations	Submit report to Council for the adoption of the system of delegation	1	Minutes of council meeting during which the system of delegation was adopted	1	0	0	0	1	2
2	Good governance and Public Participation	Manage the completion of the SDBIP and provision of Portfolio of Evidence	90% of the KPI's of the directorate have been met as per Ignite Dashboard report	90%	Quarterly file of PoE and Ignite Dashboard Report	90%	90%	90%	90%	90%	2
3	Good governance and Public Participation	Ensure compliance with all laws and regulations within the organisation	Zero non-compliance in the directorate as per report from the Compliance Officer (CO)	0	Quarterly reports from the CO	4	1	1	1	1	2
4	Good governance and Public Participation	Monitor compliance with all organizational HR, Financial & Supply Chain Management Policies	Zero non-compliance in the directorate as per report from the Internal Auditor (IA) and Compliance Officer (CO)	0	Quarterly reports from the IA & CO	4	1	1	1	1	2
5	Good governance and Public Participation	Monitor that all correspondence within the organisation is responded to within 10 days of receipt	% of all correspondence as recorded by Collaborator that were less than 60 days old	80%	Collaborator System	80%	80%	80%	80%	80%	2
6	Good governance and Public Participation	Monitor the management of risk identified within the organisation	Quarterly report submitted to the Audit Committee	4	Minutes of the Audit Committee meeting where the risks were discussed	4	1	1	1	1	2

Ref	National KPA	KPI	Unit of Measurement	Baseline	Proof of Evidence	Target	Q1	Q2	Q3	Q4	Weight
7	Municipal Financial Viability & Management	Monitor that the operating expenditure is in line with budget and time frames	% of operating budget spent	95%	Monthly expenditure report from the financial system and Annual Financial Statements	95%	20%	40%	60%	95%	3
8	Implement Transformation in the organisation	Monitor the Implementation of Transformation in organisation	75% of new positions filled within the organisation in terms of the EE Plan	75%	Employment Equity Report per Directorate as provided by HR	75%	75%	75%	75%	75%	5
9	Good governance and Public Participation	Communicate with directors on a monthly basis to ensure organizational consistency	Number of SMT and OMT meetings	100%	Minutes of SMT and OMT meetings	10	3	2	2	2	4
10	Good governance and Public Participation	Develop Risk based audit plan before 30 June 2015	Approved risk based audit plan	100%	Minutes of Council Meeting where Plan has been approved	1	0	0	0	1	3
11	Good governance and Public Participation	Quarterly Report on progress made with the implementation of the Risk Based Audit Plan (RBAP)	Number of reports submitted to the Audit Committee	4	Minutes of the Audit Committee	4	1	1	1	1	4
12	Good governance and Public Participation	Ensure that council meetings are procedurally correct and decisions taken are legally compliant	Compliance to laws and regulations	N/A	Zero non-compliance issues raised	0	0	0	0	0	5
13	Good Governance and Public Participation	Maintain a clean audit opinion	Audit Opinion	1	Report of the Auditor General	1	0	1	0	0	4
14	Good Governance and Public Participation	Resolve all external audit issues	% of external audit queries for which an action plan was submitted within 5 working days	100%	Response to COMAFS provided by AG	100%	100%	100%	0	0	4

Strategic Performance (Top Level SDBIP)

Ref	National KPA	KPI	Unit of Measurement	Baseline	Proof of Evidence	Target	Q1	Q2	Q3	Q4	Weight
15	Good governance and Public Participation	Ensure two (2) formal evaluations of directors in terms of their signed agreements	No of formal evaluations completed	2	Evaluation report and signed scoring sheets	2	1	0	1	0	3
16	Good Governance and Public Participation	Oversee the compilation of the IDP and the submission to Council for approval	IDP submitted to Council	1	Minutes of council meeting during which reviewed IDP was discussed	1	0	0	0	1	5
17	Good Governance and Public Participation	Oversee the compilation of the annual budget to Council for approval by end May 2016	Budget submitted to council for approval	1	Minutes of council meeting during which the Budget was submitted for approval	1	0	0	0	1	5
18	Good Governance and Public Participation	Oversee the submission of monthly Sect 71 reports in terms of the MFMA	No of Sect 71 reports submitted	12	Sect 71 reports submitted	12	3	3	3	3	5
19	Good Governance and Public Participation	Oversee the submission of the Mid-Year Performance Report in terms of Sect 72 of the MFMA to Council by end January 2016	Mid-Year report submitted to Council	1	Report and minutes of Council meetings during which the report was discussed	1	0	0	1	0	5
20	Good Governance and Public Participation	Oversee the submission of the Annual and Oversight Report to Council by March 2016	Annual report and Oversight Report submitted to Council	1	Minutes of council meeting during which report was discussed	1	0	0	1	0	3

Annexure A – 2015/16

Ref	National KPA	KPI	Unit of Measurement	Baseline	Proof of Evidence	Target	Q1	Q2	Q3	Q4	Weight
21	Good Governance and Public Participation	Submit the Top Layer SDBIP to the Mayor for approval to approve the KPI's and targets to ensure the implementation of the municipal budget	Top Layer SDBIP submitted to the Mayor	1	Acknowledgement of receipt from the Mayor	1	0	0	0	1	3
22	Good Governance and Public Participation	Develop and update an Audit Action Plan	Management Action Plan	1	Progress report submitted to AG and Province	1	0	0	1	0	5
23	Municipal Financial Viability and Management	% of Capital Budget Spent on capital projects as identified in the IDP	95% of Capital Budget spent	90%	Financial Statements	95%	10%	20%	50%	95%	2
								Total			80



COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
LEADING COPETENCIES		
Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness	1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management	1.67
Programme and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation	1.67
Financial management	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. It includes: • Budget planning and execution • Financial strategy and delivery	1.67

Competency	Definition	Weight
	Financial reporting and delivery	
Change leadership	Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes: - Change vision and strategy - Process design and improvement - Change impact monitoring and evaluation	1.67
Governance leadership	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. It includes: - Policy formulation - Risk and compliance management - Cooperative governance	1.67
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	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.	1.67
Analysis and innovation	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.	1.67
Knowledge and information management	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	1.67
Communication	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.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
TOTAL		20

