

# TSWELOPELE

LOCAL MUNICIPALITY

A MUNICIPALITY IN PROGRESS

REVISED PERFORMANCE PLAN

MUNICIPAL MANAGER

TSWELOPELE LOCAL MUNICIPALITY

2016 - 2017

### **1. Purpose**

The performance plan defines the Council's expectations of the Municipal Manager 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 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 and Infrastructure Development
- 3.3 Local Economic Development
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

DEPARTMENT: MUNICIPAL MANAGER									
KEY PERFORMANCE AREA 1 - MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	COMPARISON WITH 2015/16 TARGETS				WEIGHT	
				QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4		
To enhance responsiveness to citizen's priorities and capabilities of delivery of quality services, quality management and administrative practices	Review organisational Performance Management policy and framework	Council resolution approving PMS policy	1 PMS Policy & Framework reviewed and approved (July 2016)	1 PMS Policy & Framework	1 approved PMS policy and framework	No target for the quarter	No target for the quarter	3%	
	Number of news letters developed and published on service delivery achievements	Development and publication of the newsletter on service delivery achievements	3 quarterly news letters developed and published (July 2016)	None	No target for the quarter	1 newsletter by 30 October 2016	1 newsletter by 30 April 2017	2%	
	Number of management meetings held	Attendance registers and minutes of the meetings	Quarterly Management Meetings	Quarterly meetings	1 management meeting held	1 management meeting held	1 management meeting held	1%	
	Percentage of External Service Providers appointed within 60 days of the closing date of the tender	Percentage of external Service Providers appointed within 60 days of the closing date	100% of appointments for external Service Providers appointed within 60 days of the closing date of the tender	None	Appointment of external service providers within 60 days of the closing of the tender (as an when advertised)	Appointment of external service providers within 60 days of the closing of the tender (as an when advertised)	Appointment of external service providers within 60 days of the closing of the tender (as an when advertised)	3%	
	Appointment of officials in key vacant positions	Filling of key vacant position with candidates that meet requirements of the position	Appointment of 1 Manager PMU, 1 Assets & SCM, 1 Internal Auditor, 1 Cashier Tlhwana and 1 Strategic Manager, Committee Clerk	Appointment of the Risk Officer.	Appointment of Internal Auditor, Cashier and Committee Clerk by 30 October 2016	No target for the quarter	No target for the quarter		
	Sign and conclude Performance Agreements (PA) with the Mayor, Chief Financial Officer and 3 directors	Signed PA between Mayor and Municipal Manager (MM) and between Municipal Manager and CFO and Directors	5 signed PA by 29 July 2016 and sign revised PA by 10 March 2017	Signed performance agreements	Signed PA between Mayor and MM signed PA between MM and CFO; signed PA between MM and each of the Directors	No target for the quarter	Signed revised PA between Mayor and MM; signed PA between MM and CFO; signed PA between MM and each of the Directors	3%	
	Number of quarterly Performance Evaluations for the MM, CFO, Director Technical, Director Community Service and Director Corporate Service for the 2016/17	Signed quarterly evaluations of the CFO, Director Technical, Director Community Service and Director Corporate Service	4 quarterly performance evaluation reports	3 quarterly performance evaluation reports	First quarter Performance Evaluations for the MM, CFO, Director Technical, Director Community Service and Director Corporate Service by 30 October 2016	Second quarter Performance Evaluations for the MM, CFO, Director Technical, Director Community Service and Director Corporate Service by 31 January 2017	Third quarter Performance Evaluations for the MM, CFO, Director Technical, Director Community Service and Director Corporate Service by 30 April 2017	4%	
	Number of annual Performance Evaluations for the MM, CFO, Director Technical, Director Community Service and Director Corporate Service for the 2016/16 based on audited performance report	Report on the Performance Evaluations for the MM, CFO, Director Technical, Director Community Service and Director Corporate Service	One annual Performance Evaluation performed for the MM, CFO, Director Technical, Director Community Service and Director Corporate Service by 15 December 2016	One annual performance evaluation performed	Signed reports on annual Performance Evaluations for the MM, CFO, Director Technical, Director Community Service and Director Corporate Service for the 2016/16	No target for the quarter	No target for the quarter	4%	
	<b>TOTAL</b>				0	0	0	0	20%

DEPARTMENT: MUNICIPAL MANAGER OFFICE									
KEY PERFORMANCE AREA 2: INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	COMPARISON WITH 2016/17 TARGETS				WEIGHT	
				QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4		
Promote effective and efficient sport and recreation development.	Rehabilitation and upgrade sporting facilities in Phahameng and Tlhwana in terms of the approved capital budget. (Actual expenditure divided by the total approved budget) x 100	% of budget spent on phase 4 of Phahameng sporting facility by 30 June	100% expenditure of phase 4 by 30 June 2017	50%	80%	100%	No target for the quarter	2%	
To ensure access to safe and sustainable sanitation services to households, public facilities and households.	Number of progress reports on Households (Total 837) with access to a minimum standard of sanitation provision levels	% of budget spent on phase 3 of Tlhwana sporting facility by 30 June	100% expenditure of phase 3 by 30 June 2017	50%	80%	100%	No target for the quarter	2%	
To ensure accessible road infrastructure and increased life span through proper construction and maintenance of roads and storm water drainages.	Rehabilitation and upgrading of roads and storm water in Phahameng in terms of the approved capital budget by 30 June 2017 (Actual expenditure divided by the total approved budget) x 100	Signed progress reports.	4 Progress report on the 837 Households banking	1 Progress report	1 Progress report	1 Progress report	1 Progress report	2%	
To promote and improve effective linkage between the stakeholders and the municipality to ensure accountability and responsive governance structures.	Number of MIG reports submitted	% budget spent on the rehabilitation and upgrading of roads and storm water in Phahameng.	30% expenditure for the upgrading of the 2km road in Phahameng by 30 June 2017	0%	0%	5%	30%	2%	
Expansion, modernisation, access and affordability of our information and communications infrastructure ensured.	Number of EPWP reports submitted	Proof of acknowledgement of receipt	12 MIG reports prepared & submitted (3 per quarter)	3 MIG reports prepared and submitted	3 MIG reports prepared and submitted	3 MIG reports prepared and submitted	3 MIG reports prepared and submitted	2%	
To ensure Strong and efficient spatial planning system, well integrated across the spheres of government.	% Installation of anti-virus in all municipal computers and IT Infrastructure by November 2016	Proof of acknowledgement of receipt	12 EPWP reports prepared & submitted (3 per quarter)	3 EPWP reports prepared and submitted	3 EPWP reports prepared and submitted	3 EPWP reports prepared and submitted	3 EPWP reports prepared and submitted	2%	
To ensure Strong and efficient spatial planning system, well integrated across the spheres of government.	Aligning the SDF with the SPLUMA key objectives by 30 June 2017	All municipal computers and IT infrastructure protected against the virus (proof of installation)	100% of anti-virus will be installed on municipal computers and IT Infrastructure	No target for the quarter	100% and virus installed on municipal computers and IT Infrastructure	No target for the quarter	No target for the quarter	2%	
Ensure proper waste management through promotion of recycling schemes and adequate landfill management.	Reviewed Integrated Waste Management Plan	Council resolution approving the spatial development plan.	Approved SPLUMA compliant SDF by 30 May 2017	No target for the quarter	No target for the quarter	Draft SDF workshoped to the councillors and taken for public consultation	Council approved SDF	2%	
		Reviewed Integrated waste management plan	1 Annual Review of Integrated Waste Management Plan (May 17)	No target for the quarter	No target for the quarter	Draft integrated waste management plan workshoped to the councillors and taken for public consultation	Council approved integrated waste management plan	2%	

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OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	COMPARISON WITH 2015/16 TARGETS	DEPARTMENT: MUNICIPAL MANAGER OFFICE KEY PERFORMANCE AREA 3 - LOCAL ECONOMIC DEVELOPMENT				WEIGHT
					QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
To ensure the sustainable use of natural resource within municipal area while promoting social and economic development.	Reviewed Integrated Environmental Management Plan	Review and environmental management plan	1 Annual Review of Integrated Environmental Management Plan (May 17)	None					2%
	Percentage of the capital budget awarded to local service providers	The value of contracts awarded to local service providers divided total capital expenditure multiplied by 100 (appointment letters of sub-contractors)	25% of the 2016/17 capital budget awarded to local service providers	25% allocated to local service providers	25% of capital budget awarded to local service providers	25% of capital budget awarded to local service providers	25% of capital budget awarded to local service providers	25% of capital budget awarded to local service providers	10%
Create an environment that promotes development of the local economy and facilitates job creation.	Percentage of the LED operational budget awarded to local service providers	The value of contracts awarded to local service providers divided total LED spending multiplied by 100 (Expenditure reports/ list of suppliers used)	75% of the 2016/17 LED operational budget awarded to local service providers	None	75% of operational budget awarded to local service providers	75% of operational budget awarded to local service providers	75% of operational budget awarded to local service providers	75% of operational budget awarded to local service providers	10%
	TOTAL					0	0	0	0

OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	COMPARISON WITH 2015/16 TARGETS	DEPARTMENT: MUNICIPAL MANAGER OFFICE KEY PERFORMANCE AREA 4 - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT				WEIGHT
					QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
To enhance the revenue base of the municipality, improved audit outcome, promote sound financial governance and management.	Establishment of the Oversight Committee: Revenue Management composed of Finance Committee and Ward Councillors	Appointment letters of the committee members (minutes where they were appointed)	Oversight Committee: Revenue Management established by 30 September 2016	None	Appointment of oversight committee members				4%
	Number of meetings of the Oversight Committee on Revenue Management	Number of meetings held (Attendances registers/ Minutes of the meetings)	4 meetings held per annum	None	1 quarterly meeting held	1 quarterly meeting held	1 quarterly meeting held	1 quarterly meeting held	4%
	Appointment of the services provider for VAT review	Appointment letter of the successful service provider	1 service provider appointed for VAT review by 30 September 2016	1 service provider appointed	Appointment of the successful service provider for VAT review				4%
	Maintain unqualified audit opinion on the financial statements	Unqualified audit opinion on the 2015/2016 Financial Statements	Obtain Unqualified audit opinion on the 2015/2016 Financial Statements	Unqualified audit opinion.	Submit the audit report to council.				4%
	Number of financial reports (Schedule C) submitted to council on the implementation of the annual budget	Quarterly schedule C reports submitted to council	4 quarterly reports submitted to council.	3 quarterly reports submitted	1 quarterly report submitted to council	1 quarterly report submitted to council	1 quarterly report submitted to council	1 quarterly report submitted to council	4%
TOTAL					0	0	0	0	20%

DEPARTMENT: MUNICIPAL MANAGER									
KEY PERFORMANCE AREA 5 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	ANNUAL TARGETS 2016/17	TARGETS	TARGET				WEIGHT
					QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
To promote and improve municipality to ensure effective linkage between the community, stakeholders and the municipality to ensure accountability and responsive governance structures.	Annual calendar developed & adopted by Council, EXCO, See 80 Comm. Audit Committee, Risk Committee and MPAC	Approved annual calendar	Developed & approved annual calendar of council meetings (October 2016)	Approved annual calendar of council meetings	No target for the quarter	Development and submission of annual calendar	No target for the quarter	No target for the quarter	1%
	Number of ordinary Council meeting coordinated and convened per annum	Council agendas and minutes of the ordinary council meetings	4 ordinary council meeting held per annum	4 ordinary council meetings	1 ordinary council meeting held per quarter	1 ordinary council meeting held per quarter	1 ordinary council meeting held per quarter	1 ordinary council meeting held per quarter	1%
	Number of service delivery and budget implementation plans approved by the Mayor	Approved 2016/2017 SDBIP	Approved SDBIP by the Mayor in July 2016	Approved 2015/16 SDBIP	Submission of the SDBIP to the Mayor for approval.	No target for the quarter	No target for the quarter	No target for the quarter	1%
	Table the Annual report of 2015/2016 for adoption by council.	Council resolution adopting the annual report.	1 tabled 2015/2016 Annual report by January 2017	1 Draft 2015/2016 Annual Report	No target for the quarter	No target for the quarter	Table to council the 2015/2016 Annual Report	No target for the quarter	3%
	Publish the draft Annual report for 21 days on the municipal website	Publication of the annual report	1 publication of the draft Annual report by January 2017	1 publication of the draft Annual report	No target for the quarter	No target for the quarter	Publicise the Annual Report on the Municipal website and the local newspaper	No target for the quarter	1%
	Convene Oversight Committee to consider the Draft 2015/2016 Annual Report	Attendance register and the report	Convene the oversight committee for the evaluation of the annual report by March 2017	1 Oversight Report	No target for the quarter	No target for the quarter	Convene the oversight committee meeting for the evaluation of the of the committee	No target for the quarter	1%
	Number of approved Annual report for 2015/2016	Council resolution approving the oversight committee report and the annual report.	Table to council the oversight committee report for approval of the annual report by 30 March 2017	Approved 2015/2016 Annual report	No target for the quarter	No target for the quarter	Table to council the oversight committee report for approval	No target for the quarter	3%
	Number of integrated development plans developed for the new term of the council in consultation with the relevant stakeholders.	1 Approved IDP reviewed annually	Approved IDP for the new term of council by May 2017	Approved 2016/17 IDP	Table to council the IDP process plan and budget time lines for approval to council.	Table to council the IDP for adoption	Table to Council the Final IDP for Approval	Table to Council the Final IDP for Approval	1%
	Review the 3 year internal audit plan based on the risk assessment and submit to the audit committee by 30 June 2017	Minutes of the audit committee approving the plan	3 year risk based plan approved by 30 June 2017	Approved plan	No target for the quarter	No target for the quarter	Develop and table the three year risk based plan to council for approval.	No target for the quarter	1%

Report to the municipal manager and audit committee on the implementation of the annual internal audit plan and internal audit activities.	Quarterly reports on the implementation of the annual internal audit plan	4 quarterly reports submitted to the MM and the Audit committee	4 quarterly reports	1 quarterly reports submitted to the MM and the audit committee.	1 quarterly reports submitted to the MM and the audit committee.	1 quarterly reports submitted to the MM and the audit committee.	1 quarterly reports submitted to the MM and the audit committee.	1 quarterly reports submitted to the MM and the audit committee.	1%		
Number of Municipal Public Account Committees meetings conducted	Attendance register and minutes of the meetings	Convene 4 quarterly Municipal Public Accounts Committee meetings	4 Meetings	1 quarterly MPAC meeting held.	1 quarterly MPAC meeting held.	1 quarterly MPAC meeting held.	1 quarterly MPAC meeting held.	1 quarterly MPAC meeting held.	1%		
Number of audit committee meetings held	Attendance registers and the minutes of the meeting	4 Meetings (* per quarter)	4 Meetings	1 Audit Committee held	1 Audit Committee held	1 Audit Committee held	1 Audit Committee held	1 Audit Committee held	1%		
Submit quarterly risk management reports to the audit committee/ risk management committee on the implementation of measures in the actions plans.	Copy of minutes where the reports were discussed.	4 quarterly reports	None	1 quarterly risk management report submitted to the committees	1 quarterly risk management report submitted to the committees	1 quarterly risk management report submitted to the committees	1 quarterly risk management report submitted to the committees	1 quarterly risk management report submitted to the committees	1%		
Updated municipal risk management register.	Monthly updated risk register	Monthly updated risk management register	12 Updates of the risk register	3 updated risk management registers	3 updated risk management registers	3 updated risk management registers	3 updated risk management registers	3 updated risk management registers	1%		
Number of ward committee reports submitted	Quarterly consolidated reports	4 Meetings per annum (1 consolidated report submitted per quarter) (Jan - June 2017)	Monthly reports have been submitted	1 consolidated ward committee report submitted	1 consolidated ward committee report submitted	1 consolidated ward committee report submitted	1 consolidated ward committee report submitted	1 consolidated ward committee report submitted	1%		
Number of LLF Meetings conducted	Attendance register and minutes of the LLF meetings	4 Meetings per annum(1 per quarter)	4 Meetings held	1 LLF meeting held.	1 LLF meeting held.	1 LLF meeting held.	1 LLF meeting held.	1 LLF meeting held.	1%		
TOTAL								0	0	0	20%

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# Municipal Manager

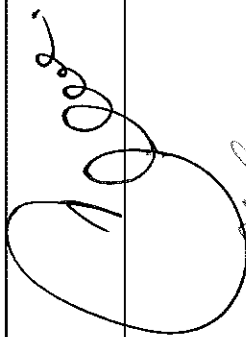
Core Managerial and Occupational Competencies	Weighting	Description/Definition	Comments/Observations				Rating			
			1 Q	2 Q	3 Q	4 Q	1 Q	2 Q	3 Q	4 Q
<b>Compulsory Core Competency Requirements</b>										
Financial Management	10	Compiles and manages budgets, controls cash flow, institutes risk management 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.								





# Municipal Manager

Core Managerial and Occupational Competencies	Weighting	Description/Definition	Comments/Observations				Rating			
			1 Q	2 Q	3 Q	4 Q	1 Q	2 Q	3 Q	4 Q
<b>Selected Core Competency Requirements</b>										
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.								
Policy conceptualization and implementation	10	Ability to conceptualize policies and ensure policy implementation								

  
 Signed and accepted by (Municipal Manager): \_\_\_\_\_

Date: 28 July 2016

  
 Signed and accepted by (Mayor) on behalf of the Council: \_\_\_\_\_

Date: 28 July 2016

## Municipal Manager

### Key Performance Area

Key Performance Area	Weighting	Possible Rating	Rating Achieved			
			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
1 Municipal Transformation and Organisational Development	20	20	0	0	0	0
2 Basic Service Delivery	20	20	0	0	0	0
3 Local Economic Development	20	20	0	0	0	0
4 Municipal Financial Viability and Management	20	20	0	0	0	0
5 Good Governance and Public Participation	20	20	0	0	0	0
<b>Total Achieved</b>	<b>100</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Weighted Score

100%
80%

0,00%	0,00%	0,00%	0,00%
0,00%	0,00%	0,00%	0,00%

### Core Competency Requirements

#### Compulsory

Core Competency Requirements	Weighting	Possible Rating	Rating Achieved			
			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
1 Financial Management	10	10	0	0	0	0
2 People Management and Empowerment	20	20	0	0	0	0
3 Client Orientation and Customer Focus	20	20	0	0	0	0
4 Policy conceptualization & implementation	10	10	0	0	0	0
<b>Total Achieved</b>	<b>100</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### Selected

1 Strategic Capability and Leadership	10	10	0	0	0	0
2 Problem Solving and Analysis	10	10	0	0	0	0
3 Programme and Project Management	10	10	0	0	0	0
4 Honesty and Integrity	10	10	0	0	0	0
<b>Total Achieved</b>	<b>100</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Weighted Score

100%
20%

0,00%	0,00%	0,00%	0,00%
0,00%	0,00%	0,00%	0,00%

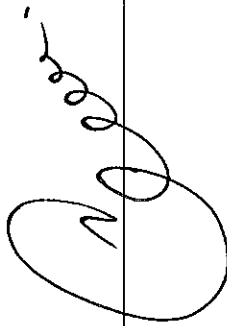
Municipal Manager

0,00%	Final Weighted Score Achieved	0,00%	0,00%	0,00%
0,00%	Final Score Achieved	0,00%	0,00%	0,00%

- (a) a score of 130% to 135% is awarded a performance bonus of 6%; and
- (b) a score of 136% to 140% is awarded a performance bonus of 8%; and
- (c) a score of 141% to 145% is awarded a performance bonus of 10%; and
- (d) a score of 146% to 150% is awarded a performance bonus of 12%; and
- (e) a score of 151% and above is awarded a performance bonus of 14%

Date: 28 July 2016

Date: 28 July 2016

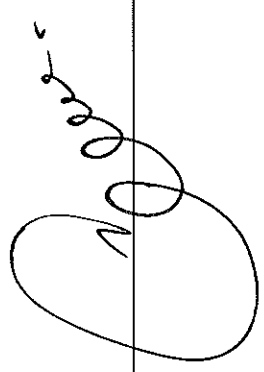
Signature: Municipal Manager: \_\_\_\_\_  


Signature: Mayor: \_\_\_\_\_  





## Municipal Manager

Development need	Activity	When	Learning Outcome	Impact
Masters in business leadership	Bunisiness Leadership	2015 - 17	Good leadership and management skills	Improved governance

Signature: Municipal Manager: \_\_\_\_\_  


Date: 28 July 2016

Signature: Mayor: \_\_\_\_\_  


Date: 28 July 2016