

MAKHADO LOCAL MUNICIPALITY



**COMMUNITY SERVICES DIRECTOR
PERFORMANCE PLAN**

FOR

2014/2015 FINANCIAL YEAR

PERIOD:

**NAME OF EMPLOYEE: KANWENDO M.J
01/07/2014 TO 30/06/2014**

PERFORMANCE PLAN OVERVIEW

1. PURPOSE

The performance plan defines the Council's expectations of the Community Services Director'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. OBJECTS OF LOCAL GOVERNMENT

The following objects of local government will inform the Community Services Director's performance against set performance indicators:

- 1.1 Provide democratic and accountable government for local communities.
- 1.2 Ensure the provision of services to communities in a sustainable manner
- 1.3 Promote social development
- 1.4 Promote a safe and healthy environment
- 1.5 Encourage the involvement of communities and community organisations in the matters of local government.

3. KEY PERFORMANCE AREAS

The following Key Performance Areas (KPIs) 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 Infrastructure Development and Service Delivery
- 3.3 Local Economic Development (LED)
- 3.4 Municipal Financial Viability and Management
- 3.5 Good Governance and Public Participation

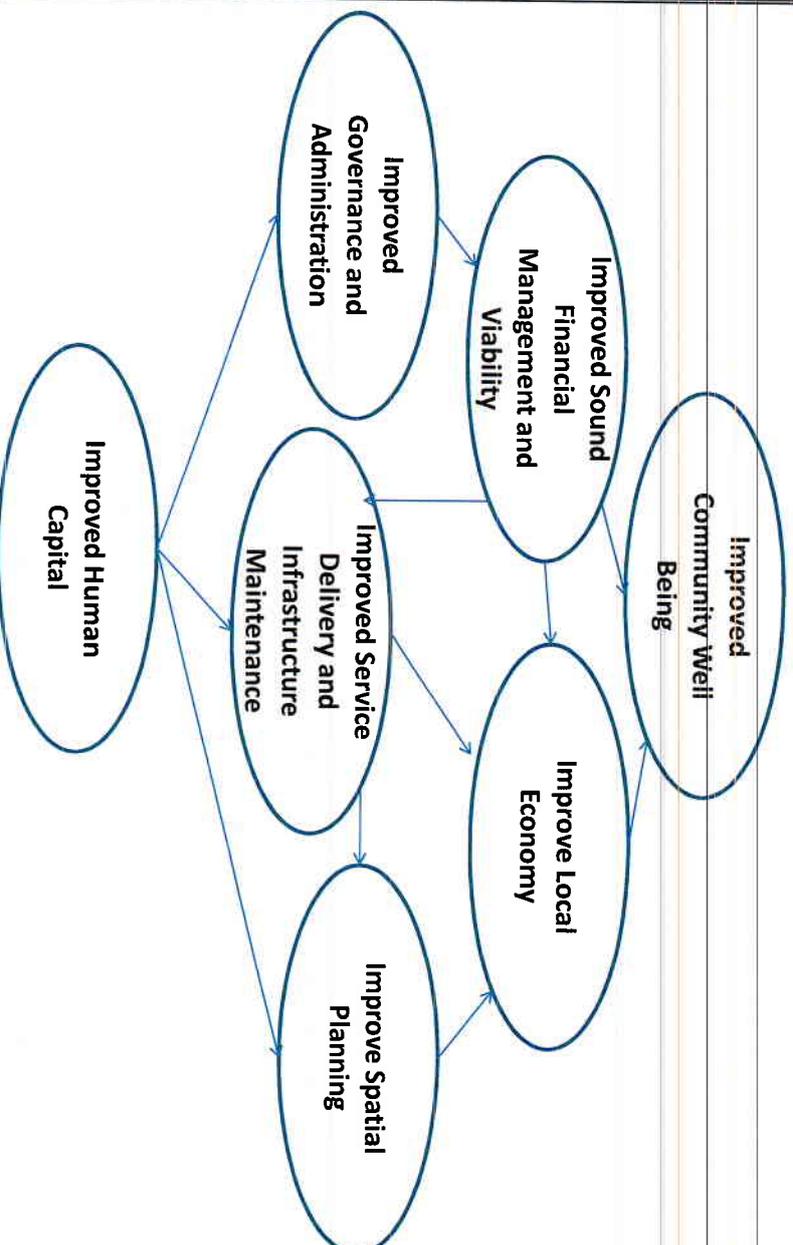
3. VISION, MISSION AND STRATEGIC MAP

VISION, MISSION AND STRATEGIC MAP

The Vision of Makhado Local Municipality is: "A dynamic hub for socio – economic development by 2025"

The Mission of Makhado Local Municipality is: To ensure effective utilization of economic resources to address socio- economic imperatives through mining, tourism and agriculture

Makhado Municipality has identified 8 Strategic Objectives which are contained in the Integrated Development Plan. All municipal programmes will be aligned to the objectives outlined in the figure below:



PURPOSE OF THE MUNICIPAL MANAGER'S POSITION

POSITION PURPOSE

STRATEGIC VISION

Moving towards a dynamic and progressive centre for socio economic development by 2025

STRATEGIC MISSION

To ensure effective utilisation of economic resources to address socio-economic imperatives through mining, tourism and agriculture.

POSITION PURPOSE

Position Goal

The goal of the position of Director Community Services is: To give a strategic direction to the department of Community Services through leading and managing all resources, be it human capital, physical and financial, for the effective and efficient service delivery for better quality life for all citizens of the Makhado Municipality.

Position Purpose

To be the strategic Head of the department of Community Services in the Makhado Municipality and to ensure that all the planned objectives of the Council are implemented effectively and efficiently in order to realize the set objectives.

The Community Services Director is accountable and responsible for amongst others:

The Director Community Services is accountable to Municipal Manager who is the accounting head of administration and the accounting officer of the municipality

Responsibility includes the following

1. Lead, manage and direct personnel within the department of Community Services.
2. Prepare, monitor and control the budget so that expenditure is in line with provisions of MFMA and Council's requirements.
3. To provide political support to the political component so that politicians could take decisions from well informed positions.
4. Oversees the work plans of subordinates within the department.
5. Prepares and submit all the necessary reports to Municipal Manager.
6. Responsible for personnel management, including training and development for staff in the department.
7. Perform any other functions that may be assigned by the Municipal Manager.
8. Implement council's resolutions.
9. The administration and implementation of the municipality's by-Laws and other legislations.
10. Developing, implementing, receiving and monitoring of department delivery strategies, plans and policies.
11. Provisions and management of Protection Services, , Disaster Management, Library Municipal Health Services and Sports Arts and Culture.

Strategic Development Objective	Priority Issue (Programme)	IDP Objective	Key Performance Indicators/Measureable Objectives	Annual Performance Targets	Baseline	Project Name	Project Description	Location/Ward	Funding Source/Vot No	Budget	Start Date	Completion Date	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Weight	Portfolio of Evidence	
KPA 2 BASIC DELIVERY AND INFRASTRUCTURE DEVELOPMENT (70%)																			
Disaster Management	Promote community and environmental welfare	To review the Disaster Management Plan and integrate to the DP	To review the Disaster Management Plan and integrate to the DP by 30 June 2015	Disaster Management Plan reviewed	Disaster Management Plan reduced and included in to the DP by 30 June 2015	Disaster Management	Review disaster management plan	Makhado Municipality	Income	Operational	1/7/2014	30/6/2015	Collection of data to be included in the plan	Collection of data to be included in the plan	Disaster Management Plan	Disaster Management Plan reviewed and included in to the DP by 30 June 2015	11.11	Report of data collected, Draft Disaster Management Plan, Final Disaster Management Plan,	
Library Services	Promote community and environmental welfare	To conduct 1 re-education campaign	1 re-education campaign conducted by 30 September 2014	1	1	Library week campaigns	Conduct re-education campaign	Makhado Municipality	Income	Operational	1/7/2014	30/9/2014	1	N/A	N/A	N/A	11.11	Memo, Attendance register, invitations, Programme	
Library Services	Promote community and environmental welfare	To conduct library week campaign by 31 March 2013	1 library week campaign conducted by 31 March 2014	1	1	Library week campaigns	Library week campaigns conducted	Makhado Municipality	Income	Operational	1/7/2015	31/3/2015	N/A	N/A	1	N/A	11.11	Memo, Attendance register, invitations, Programme	
Traffic and Licensing	Promote community and environmental welfare	To ensure provision of tools and equipment for traffic stations.	% budget spent on provision of tools and equipment by 30 June 2015	N/A	Provision of tools and equipments for traffic stations completed	Provision of tools and equipments for traffic stations	Provision of tools and equipments for traffic stations - six (6) sets for (Makhado), Water Draining Generator (Makhado), Sludge Pump	Makhado Municipality	Income	95 000,00	1/7/2014	30/6/2015	10% (8950)	25% (24000)	40% (38000)	25% (24000)	11.11	Expenditure Report	
Traffic and Licensing	Promote community and environmental welfare	To ensure visibility of joint operations on the municipal area	100% of joint operations conducted by 30 June 2015	48	48	Joint Operations	Conduct Joint Operations	Makhado Municipality	Income	Operational	1/7/2014	30/6/2015	12	12	12	12	11.11	Attendance register, Action plan, Output register	
Waste Management	Promote community and environmental welfare	Provision of Waste Management Vehicles and Machinery	% budget spent on provision of waste management vehicle and machinery by 30 June 2015	N/A	Provision of Waste Management Vehicles and Machinery completed and 100% spending	Provision of Waste Management Vehicles and Machinery	Provision of Waste Management Vehicles and Machinery - 1X LDV'S One with a canopy.	Makhado Municipality	INCOME	800 000,00	1/7/2014	30/6/2015	10% (80000)	25% (200000)	40% (320000)	25% (200000)	11.11	Expenditure Report	
Waste Management	Promote community and environmental welfare	Provision of Tools and Equipment for Waste Management	% budget spent on provision of waste management tools and equipment by 30 June 2015	N/A	Provision of Tools and Equipment for Waste Management and 100% spending	Provision of Tools and Equipment for Waste Management	Provision of Tools and Equipment for Waste Management - 10 Skip bins, 1000' 240L refuse wheel-bins for business and 1000' 90L standard household refuse bins.	Makhado Municipality	INCOME	1 180 000,00	1/7/2014	30/6/2015	10% (116000)	25% (290000)	40% (464000)	25% (290000)	11.11	Expenditure Report	
Parks and Recreation	Promote community and environmental welfare	To maintain swimming Pools and parks	% budget spent on maintenance of swimming pool and parks by 30 June 2015	N/A	Swimming pool and park maintained	Refurbishment and upgrading of the pools	Refurbishment and upgrading of the following Corner Tshabalala / Maseko Park, Folin Park, Debeer Park (Toll), Winosa Park, Kameel Park, Etrivas swimming pool	Makhado Municipality	Income	440 000,00	1/7/2014	30/6/2015	10% (44000)	25% (110000)	40% (176000)	25% (110000)	11.11	Expenditure Report	

Strategic Development Objective	Priority Issue (Programmes)	IDP Objective	Key Performance Indicators/Measurable Objectives	Annual Performance Targets	Baseline	Project Name	Project Description	Location/Municipality	Funding Source/Type	Budget	Start Date	Completion Date	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Weight	Portfolio of Evidence	
Parks and Recreation	Promote community and environmental welfare	To ensure the provision of tools and equipments (Parks and Recreation and Maintenance)	To provide tools and equipments for parks, recreation and maintenance by 30 June 2015	N/A	Provision of tools and equipments (parks and recreation and maintenance completed and 100% spending	Provision of tools and equipments (parks and recreation and maintenance)	Provision of tools and equipments (Parks and Recreation and Maintenance) - 6x Ride-on lawnmower for heavy duty work, 6x Grass Brush/Weed eater, 4x Pole prunes, 3x Chainsaws	Mashado Municipality	INCOME	500 000,00	1/7/2014	30/6/2015	Complete tender process for purchase of tools and equipments (6x Ride-on lawnmower for heavy duty work)	Purchase 6x purchase new period Ride-on lawnmower for heavy duty work, Complete tender process for purchase of 6x Grass Brush/Weed eater, 4x Pole prunes, 3x Chainsaws	Purchase 6x Grass Brush/Weed eater, 4 Pole prunes, 3x Chainsaws	N/A	100% (600000)	50	Quarterly Financial Report
Sound Financial Management and Viability	Expenditure management	To ensure spending in terms of capital budget	% Capital budget spent by 30 June 2015 (Total budget spend/Total budget)	100% (Total budget spend/Total budget)	100% (Total budget spend/Total budget)	Capital budget	Spending of the capital budget	Mashado Municipality	Income	800 000,00	1/7/2014	30/6/2015	N/A	N/A	N/A	N/A	100% (600000)	50	Quarterly Financial Report
Supply Chain Management	Sound financial management and viability	Supply chain management	% departmental quotations processed within 15 days (/# of quotations processed/# of quotations received)	100% (/# of quotations processed/# of quotations received)	100% (/# of quotations processed/# of quotations received)	Quotations	Processing of quotations	Mashado Municipality	Income	Operational	1/7/2014	30/6/2015	100% (/# of quotations processed/# of quotations received)	100% (/# of quotations processed/# of quotations received)	100% (/# of quotations processed/# of quotations received)	100% (/# of quotations processed/# of quotations received)	100% (/# of quotations processed/# of quotations received)	50	Quotations Report
Internal Auditing	Improved Governance and Organisational Excellence	To implement AGSJA action plan	% implementation of the AGSJA action plan by 30 June 2015	80%	100%	AGSJA action plan	Implementation of the AGSJA action plan	Mashado Municipality	Income	Operational	1/7/2014	30/6/2015	100% (/# of queries received/# of queries in the action plan)	100% (/# of queries received/# of queries in the action plan)	100% (/# of queries received/# of queries in the action plan)	100% (/# of queries received/# of queries in the action plan)	100	Progress report	
KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION (KPI's Only) 15%																			

KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT (KPI's Only) 15%

Core Managerial Competencies:	Weights
Strategic Capability and Leadership	10
Programme and Project Management	10
Financial Management	10
Change Management	2
Knowledge Management	2
Service Delivery Innovation	10
Problem Solving and Analysis	5
People Management and Empowerment	5
Client Orientation and Customer Focus	5
Communication	5
Honesty and Integrity	5
Core Occupational Competencies:	Weights
Competence in Self-Management	2
Interpretation of and implementation within the legislative and national policy frameworks	5
Knowledge of developmental local government	5
Knowledge of Performance Management and Reporting	5
Knowledge of global and South African specific political, social and economic contexts	2
Competence in policy conceptualisation, analysis and implementation	2
Knowledge of more than one functional municipal field/discipline	2
Skills in Mediation	2
Skills in Governance	2
Competence as required by other national line sector departments	2
Exceptional and dynamic creativity to improve the functioning of the municipality	2
Total Score	100

RATING SCALE

The assessment of the performance of the Employee will be based on the following rating scale for KP A's and CMCS:

5	4	3	2	1
Outstanding Performance	Performance Significantly Above Expectations	Fully Effective	Not Fully Effective	Unacceptable Performance
Performance far exceeds the standard expected of employee at this level. Appraisal indicates that Employee 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.	Performance is significantly higher than the standard expected in the job. The appraisal indicates that Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	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 employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	Performance does not meet the standard expected for the job. The review/assessment indicates that employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The Employee 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.

Performance Assessment Process

The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to:

1. Performance Assessment
 - 1.1 Formal assessment between employee and employer will take place twice a year to measure the performance of the employee against the agreed performance targets for the half yearly and yearly reviews respectively.
 - 1.2 Progress against the KPI's and Targets will be captured in preparation for the review.
 - 1.3 Scores of 1-5 will be calculated based upon the progress against targets.
 - 1.4 KPI's and activities are audited and copied to the Performance Plans before assessment date
 - 1.5 The employer must keep a record of the mid-year review and annual assessment meetings.
2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be assigned to act as an Observer.
3. The process for determining Employee ratings are as follows:
 - 3.1 The employee to motivate for higher ratings where applicable.
 - 3.2 The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.
 - 3.3 The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.
 - 3.4 The panel scores are averaged to derive at a total score per KPI/Activity/CCR. Overall scores are calculated by taking weightings into account where the final KPI's rating will account for 80% of the final assessment total. The CCR's are to account for 20% of the final assessment total.
4. The five point rating scale referred to in regulation 805 correspond as follows:

Rating:	1	2	3	4	5
% Score:	0-66	67-99	100-132	133-166	167
5. The assessment rating calculator is used to calculate the overall % score for performance.
6. The half-year review rating can be used in combination with the Annual Performance Assessment to derive at a final Annual rating score.
7. The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all inclusive remuneration package as indicated in the table below:

% Rating Over Performance	% Bonus
130-149%	5-9%
150% and above	10-14%
8. The Personal Development Plan (PDP) can be reviewed after the performance review had been finalised in case where more clarity has been established on what the essential development needs for the relevant person will be.
9. The results of the performance and development review (PDR) will be submitted to the performance audit committee for final approval of the assessment/s.
10. The performance assessment results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the relevant Province.

Approval of the Personal Performance Plan

The process followed ensures individual alignment to the strategic intent of the institution and give clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the organisation through excellent performance. This plan has derived from intense workshopping to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

Undertaking of the Employer /
Superior

On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.

Signed and accepted by the Municipal
Manager/Supervisor on behalf of Council:



DATE:

Undertaking of the Employee

I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan.

Signed and accepted by the Employee:



DATE: 7/07/2014