

ANNEXURE A

**PERSONAL PERFORMANCE PLAN 2012/13:
MUNICIPAL MANAGER**

KEY PERFORMANCE AREA: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Performance objective [Main tasks]	Weight	Key Performance Indicator [Evidence of performance]	Target Date	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
Document, obtain approval for and implement organisation-wide internal controls, based on a comprehensive risk assessment	10	Document [“handbook”] containing organisation-wide internal control measures, based on comprehensive risk assessment, submitted to the Audit Committee	30/04/13		
		Staff members are trained with regard to control measures approved by Audit Committee and included in the handbook	30/06/13		
Review the corporate performance management system (PMS), align same with the IDP and implement		Review performance management policy and submit proposed changes to the Executive Mayor for consideration by the Council	30/08/12		
		Proposed key performance indicators [KPIs], including the general KPIs set by the Minister, and performance targets for FY 2010/11 for each of the Municipality’s development objectives included in the IDP, submitted to the Executive Mayor for consideration by the Council	30/11/12		
		Mid-year budget and performance report for FY 2010/11 submitted to the Executive Mayor for consideration by the Council	25/01/13		
		Annual performance report for FY 2009/10 submitted to the Executive Mayor for consideration by the Council	15/09/12		

Performance objective [Main tasks]	Weight	Key Performance Indicator [Evidence of performance]	Target Date	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
Ensure that the review of the IDP is conducted and completed in terms of the budget timetable tabled in the Council		IDP reviewed completed in timeframe allocated as well as in the budget allocated	30/10/12		
Ensure compliance with Council's employment equity strategy and plan		Employment equity report in terms of section 21 of the Employment Equity Act 1998 [Form EEA 2] submitted to – <ul style="list-style-type: none"> the Executive Mayor for consideration by the Council; Department of Labour 	1/10/12		
		Statement of income differentials [Form EEA 4] in terms of section 27 of the Employment Equity Act 1998 submitted to – <ul style="list-style-type: none"> the Executive Mayor for consideration by the Council; Department of Labour 	1/10/12		
Establish a customer care management system and policy for the Municipality		Conduct 2 customer satisfaction surveys and submit report to the Executive Mayor for consideration by the Council	15/01/13 30/06/13		
Review and update current delegation policy and register of delegated powers		Review and update delegation policy and register of delegated powers and submit proposed amendments to the Executive Mayor for consideration by the Council	30/11/12		
		Conduct workshops of councillors and management regarding proposed changes to delegation policy and register of delegated powers	31/01/13		
Review and update current human resource management systems, procedures and policies		Review and update current human resources management policies and submit proposed amendments to the Executive Mayor for consideration by the Council	31/12/12		

Performance objective [Main tasks]	Weight	Key Performance Indicator [Evidence of performance]	Target Date	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
		Review and update employment equity plan and submit proposed plan/ amendments to the Executive Mayor for consideration by the Council	31/12/12		
		Review and update workplace skills proposed plan/amendments to the Executive Mayor for consideration by the Council	31/12/12		
		Assess current level of compliance with occupational health and safety legislation, prepare draft plan for achieving full compliance and submit assessment report and draft plan to the Executive Mayor for consideration by the Council	31/12/12		
Prepare, obtain approval for and implement a suitable human resources management and development strategy that will ensure an adequate supply and retention of suitably qualified staff members		Prepare and submit a comprehensive human resources management and development strategy to the Executive Mayor for consideration by the Council	30/04/13		
		Align the WSP to the approved human resources management and development strategy	30/06/13		
TOTAL					

KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY

Performance objective [Main tasks]	Weight	Key Performance Indicator [Evidence of performance]	Target Date	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
Acquisition of assets	30	100% of the approved capital budget is spent on projects and programmes for which money was appropriated	30/06/13		
Reduce technical and non-technical distribution losses in respect of water and electricity to acceptable levels		Measure water supplied to customers consistent with regulation 13 of the <u>Regulations relating to compulsory national standards and measures to conserve water</u> (GN R.509 of 8 June 2001)	30/06/13		
		Synchronise reading of bulk meters and consumer meters	Continuously		
		Repair any major, visible and reported leak in the water services system within 48 hours of becoming aware thereof, consistent with regulation 12 of the <u>Regulations relating to compulsory national standards and measures to conserve water</u> (GN R.509 of 8 June 2001)	Continuously		
		Implement an inspection programme to identify, rectify and act against possible unlawful connections to the water supply system, including tampering with measuring devices and testing of measuring devices on a sample basis	Continuously		
Improve service-delivery and customer service in accordance with Batho Pele principles		Implement and maintain a customer complaint logging system, linked to share call number and feedback	31/10/12		

Performance objective [Main tasks]	Weight	Key Performance Indicator [Evidence of performance]	Target Date	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
		procedure			
		Determine standard/benchmark response times for attending to consumer complaints re service-delivery	30/09/12		
		Reduce average turn-around time for resolving consumer complaints by 70%	30/06/13		
		Reduce number of complaints re service-delivery by 70%	30/06/13		
		Submit quarterly report on complaints, resolution thereof and variances from benchmarks to the Executive Mayor for consideration by the Council	31/10/12 31/01/13 30/04/13 31/07/13		
Maintain a comprehensive asset register including all the Municipality's assets in terms of the relevant policies and accounting standards		Biannual report regarding the assets register submitted to the Executive Mayor for consideration by the Council	31/01/13 31/07/13		
Achieve universal access to a basic level of potable water		85% of households have access to a basic level of potable water [standpipe within 200 m]	30/06/13		
Achieve universal access to a basic level of sanitation		85% of households have access to a basic level of sanitation [VIP toilet for a single household]	30/06/13		
Achieve universal access to a basic level of electricity		70% of households have access to a basic level of electricity	30/06/13		
Achieve universal access to a basic level refuse/solid waste removal		85% of households' refuse are removed once a week	30/06/13		
		100% of businesses' refuse are removed twice a week	30/06/13		

Performance objective [Main tasks]	Weight	Key Performance Indicator [Evidence of performance]	Target Date	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
Improve the drivability and safety of municipal access roads		25 km of access roads are reconstructed	30/06/13		
TOTAL					

KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT

Performance objective [Main tasks]	Weight	Key Performance Indicator [Evidence of performance]	Target Date	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
Projects aimed at construction of new, and refurbishment of existing, infrastructure assets/plant are designed to facilitate – <ul style="list-style-type: none">labour intensive construction methodologies;involvement of SMMEs	10	Submit proposals to the Executive Mayor for consideration by the Council regarding changes to the Municipality’s preferential procurement/supply chain management policy to encourage – <ul style="list-style-type: none">labour intensive construction methodologies; andinvolvement of SMMEs	31/03/13		
		70% of capital expenditure is payments made directly or indirectly [e.g. as subcontractors of main contractors] to SMMEs	30/06/13		
Review the Municipality’s LED strategy on the basis of a comprehensive analysis and identification of its comparative and competitive economic advantages in order to maximise local economic growth and development, increase employment, facilitate broad-based black economic empowerment and reduce poverty		Proposed new integrated LED strategy, including appropriate LED programmes [with measurable and realistic milestones] including [but not limited to] measures to – <ul style="list-style-type: none">attract investments in new economic activity; andfacilitate investments in expanding current economic activity	28/02/13		
TOTAL					

KEY PERFORMANCE AREA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Performance objective [Main tasks]	Weight	Key Performance Indicator [Evidence of performance]	Target Date	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
Budget for FY 2011/12 is compiled in accordance with relevant statutory prescripts	30	Budget timetable for FY 2011/12, including review of IDP and PMS, tabled in the Council	31/07/12		
		Draft budget for FY 2011/12 and prescribed supporting documentation submitted to the Executive Mayor	31/01/13		
		Draft budget for FY 2011/12 and prescribed supporting documentation tabled in the Council and published	31/03/13		
		Draft budget for FY 2011/12, prescribed 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	31/05/13		
		Budget for FY 2011/12, amendments to the IDP, changes to budget-related policies and tariffs approved by the Council	30/06/13		
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]	30/08/12		
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 2010/11	30/06/13		
		At least six Audit Committee reports submitted to the Executive Mayor for consideration by the Council	30/06/13		

Performance objective [Main tasks]	Weight	Key Performance Indicator [Evidence of performance]	Target Date	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
		Audit Committee's report on its review of the annual financial statements for FY 2009/10 submitted to the Executive Mayor for consideration by the Council	31/10/12		
Review and update financial management policies		Proposed changes to current financial management policies and additional [new] proposed financial management policies submitted to the Executive Mayor for consideration by the Council	31/12/12		
Improve the Municipality's financial viability by reducing overdue debtors [i.e. debtors older than 30 days] on 30 June 2010		Total amount of recoverable overdue debtors [i.e. debtors older than 30 days] as at 30 June 2010, reduced by R 10 million	30/06/13		
Improve the Municipality's financial viability by increasing payment of current debtors accounts		80% of current debtor accounts of non-indigent households paid by due date	30/06/13		
		98% of current debtor accounts for businesses paid by due date	30/06/13		
		95% of current debtor accounts for organs of state paid by due date	30/06/13		
Improve the Municipality's financial viability by improving the debtors turn-over rate		Debtors turn-over rate [i.e. value of outstanding debtors in relation to revenues] reduced by 50% over debtors turn-over rate as at 30/06/10	30/06/13		
Improve the Municipality's financial viability by maintaining employment cost in line with acceptable norms and standards		Total employment/personnel cost does not exceed 32% of total operating expenses	30/06/13		
Improve the Municipality's financial viability by making adequate provision for bad debt and working capital		Adequate provision is made for the writing off of irrecoverable debt [i.e. debtors older than 90 days]	30/06/13		
		Adequate provision is made for working	30/06/13		

Performance objective [Main tasks]	Weight	Key Performance Indicator [Evidence of performance]	Target Date	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
		capital			
TOTAL					

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Performance objective [Main tasks]	Weight	Key Performance Indicator [Evidence of performance]	Target Date	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
The Municipality has and implements a comprehensive anti-corruption strategy/local integrity system to prevent, detect and effectively deal with corruption and fraud	20	Prepare and submit a comprehensive anti-corruption strategy to the Executive Mayor for consideration by the Council	30/11/12		
Identify the local government affairs in which community participation is required and establish a programme of consultative events		Document setting out the issues regarding which community participation, including specific interest groups, is required and encouraged submitted to the Executive Mayor for consideration by the Council	30/09/12		
		Programme/schedule of consultative events submitted to the Executive Mayor for consideration by the Council	30/09/12		
		Written report about each consultative event prepared and submitted Executive Mayor for consideration by the Council	As and when required		
Improve the functionality of ward committees		Together with the Speaker, prepare a programme – • of ward committee meetings for FY 2010/11 [each ward committee to hold 8 meetings]; and • for building ward committee members' capacity to participate meaningfully in committee activities and deliberations [at least one such event to be conducted quarterly and to be attended by at least 80% of ward committee members]	30/08/12		
		Reports of ward committee meetings submitted within 7 days after the closing of a	As and when		

Performance objective [Main tasks]	Weight	Key Performance Indicator [Evidence of performance]	Target Date	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
		meeting	required		
		Consolidated report of ward committee resolutions and recommendations submitted to the Executive Mayor for consideration by the Council within 30 days after every round ward committee meetings	As and when required		
		Report on capacity-building sessions for ward committee members submitted to the Executive Mayor for consideration by the Council within 30 days after every capacity building event	31/10/12 31/01/13 30/04/13 31/07/13		
The Municipality received an unqualified audit report in respect of FY 2009/10		Audit report in respect of FY 2009/10, together with management's response thereto, submitted to the Executive Mayor for consideration by the Council	Within 30 days of receipt		
The Council adopted an oversight on the Municipality's and Maluti Water (Pty) Ltd's annual reports for FY 2009/10		Annual reports for FY 2009/10 for the Municipality and for Maluti Water (Pty) Ltd submitted to the Executive Mayor for consideration by the Council	31/01/13		
		Oversight report on the Municipality's and Maluti Water (Pty) Ltd's annual reports for FY 2009/10 adopted	31/03/13		
TOTAL					

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.		
TOTAL				

RATING ASSESSMENT CALCULATOR KEY PERFORMANCE AREAS

Key performance area	Weight	Rating	Score
Municipal institutional development and transformation	10		
Basic service delivery	30		
Local economic development	10		
Municipal financial viability and management	30		
Good governance and public participation	20		
Total score			
Total weight, key performance areas			80%
Weighted score, key performance areas			

CORE COMPETENCY REQUIREMENTS

	Core competency requirement	Weight	Rating	Score
1	Financial management	20		
2	People management and empowerment	5		
3	Client orientation and customer focus	5		
4	Strategic capability and leadership	20		
5	Problem solving and analysis	10		
6	Programme and project management	5		
7	Honesty and integrity	5		
8	Competence in policy conceptualisation, analysis and implementation	10		
9	Interpretation of and implementation within the legislative and national policy frameworks	5		
10	Knowledge of developmental local government	5		
11	Knowledge of performance management and reporting	5		
12	Exceptional and dynamic creativity to improve the functioning of the municipality	5		
	Total score			
	Total weight, core competency requirements			20%
	Weighted score, core competency requirements			