

**PERFORMANCE PLAN**

**Entered into by and between**

**[INSERT NAME]**

**["the Employer"]**

**and**

**[INSERT FULL NAMES OF EMPLOYEE]**

**["the Employee"]**

## **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 Municipal Manager's 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 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.**

Key Performance Area	Weighting	Performance Indicator	Baseline information	Target			Progress on date of review
				Time-frame	Quality	Quantity	
1. Municipal Transformation and Organisational Development	15	<ul style="list-style-type: none"> <li>Performance Management System (PMS) aligned to the IDP, developed and implemented.</li> </ul>					
		<ul style="list-style-type: none"> <li>An organisational structure aligned to the IDP established and operationalised.</li> </ul>					
		<ul style="list-style-type: none"> <li>Effective administrative and institutional systems, structures and procedures including: human resources, financial policies, by-laws and communication systems established and implemented.</li> </ul>					
		<ul style="list-style-type: none"> <li>The interface between EXCO and Council to align administrative and political priorities of Council managed.</li> </ul>					
		<ul style="list-style-type: none"> <li>Integrated human resource management systems introduced and operationalised.</li> </ul>					

Key Performance Area	Weighting	Performance Indicator	Baseline information	Target			Progress on date of review
				Time-frame	Quality	Quantity	
		<ul style="list-style-type: none"> <li>Customer service systems implemented.</li> </ul>					
2. Infrastructure Development and Service Delivery	30	<ul style="list-style-type: none"> <li>Infrastructure Development and Investment Model implemented. (In the said model there should be a dynamic relationship between population growth projections, service delivery backlogs, revenue generation capacity and institutional capacity):</li> </ul>					
		§ Reduction in reticulation losses for water and electricity (Rand-value)					
		§ % Reduction in number of complaints from residents.					
		§ % Increase in response time and resolution of complaints.					
		§ % Increase in payment of municipal services.					

Key Performance Area	Weighting	Performance Indicator	Baseline information	Target			Progress on date of review
				Time-frame	Quality	Quantity	
		§ Asset register for all infrastructure and municipal property rehabilitated periodically and maintained.					
		• The provision of basic municipal services to the satisfaction of residents (That is, clear delivery programmes and projects to progressively achieve national service delivery targets in terms of):					
		§ Water					
		§ Sanitation					
		§ Electricity					
		§ Refuse removal					
		§ Municipal access roads and public transport					
		§ Municipal health services, etc.					

Key Performance Area	Weighting	Performance Indicator	Baseline information	Target			Progress on date of review
				Time-frame	Quality	Quantity	
		<ul style="list-style-type: none"> <li>Sustainable human settlement development facilitated through engagement with sector departments in line with the IDP and through IGR structures.</li> </ul>					
		<p>§ IDP integrates sector plans including Housing, Health, Social Development, Home Affairs, DME, DWAF, DTI, DEAT, Education, Land Affairs.</p>					
		<p>§ Spatial Development Framework in IDP includes spatial reconstruction policies, environmental, social and demographic trends, land-use policies and representation of sustainable human settlement vision.</p>					
3. Local Economic Development (LED)	20	<ul style="list-style-type: none"> <li>An analysis of the local economy undertaken.</li> </ul>					

Key Performance Area	Weighting	Performance Indicator	Baseline information	Target			Progress on date of review
				Time-frame	Quality	Quantity	
		<ul style="list-style-type: none"> <li>Comparative and competitive advantage of the municipality identified and incorporated into credible LED strategy and programmes.</li> </ul>					
		<ul style="list-style-type: none"> <li>Spatial Development Framework in IDP includes economic development analysis, land-use policies and spatial representation of local economic development vision.</li> </ul>					
		<ul style="list-style-type: none"> <li>Institutional capacity to implement LED programmes established and a conducive environment for shared growth created to ensure that::</li> </ul>					
		<ul style="list-style-type: none"> <li>§ Market and public confidence in municipal functioning, infrastructure development and service delivery is improved.</li> </ul>					

Key Performance Area	Weighting	Performance Indicator	Baseline information	Target			Progress on date of review
				Time-frame	Quality	Quantity	
		§ Existing public and private resources to intensify enterprise support to local communities utilized.					
		§ Sustainable community investment programmes introduced and implemented.					
		§ Knowledge sharing networks and social partnerships facilitated					
<b>4. Municipal Financial Viability and Management</b>	<b>20</b>	• Sound financial management practices implemented in terms of the MFMA priorities and timeframes, including but not limited to:					
		§ Budget aligned to development and service delivery targets that municipalities are accountable for as set out in the adopted IDPs.					
		§ Budget and treasury office established.					

Key Performance Area	Weighting	Performance Indicator	Baseline information	Target			Progress on date of review
				Time-frame	Quality	Quantity	
		§ Budget and revenue management is effective.					
		§ Financial reporting and auditing is performed.					
		§ Institutional capacity for municipality to spend is created.					
		• Financial management policies and by-laws developed, including but not limited to: supply chain management, credit control, tariff and investment policies.					
		• Integrated financial management systems introduced and operationalised.					
		• Municipal financial viability targets set and achieved which will ensure that:					
		§ Growth in service debtors is reduced.					
		§ Consumer debt exceeding 90 days is recovered.					

Key Performance Area	Weighting	Performance Indicator	Baseline information	Target			Progress on date of review
				Time-frame	Quality	Quantity	
		§ % Reduction in grant dependency rate.					
		§ Turn around time for creditor payment improved.					
		§ % Personnel cost over the total operational budget is in line with regulatory framework.					
		§ Provision for bad debt made.					
		• Financial legislation implemented, and complied with, including the Property Rates Act and the Division of Revenue Act.					
5. Good Governance and Public Participation	15	• Procedures for community participation processes as set out in legislation adhered to in terms of:					
		§ Planning					
		§ Budgeting					
		§ Implementation					
		§ Monitoring and reporting					

Key Performance Area	Weighting	Performance Indicator	Baseline information	Target			Progress on date of review
				Time-frame	Quality	Quantity	
		<ul style="list-style-type: none"> <li>Regular communication with communities on the achievement of targets set out in IDPs is carried out.</li> </ul>					
		<ul style="list-style-type: none"> <li>Functioning of ward committees directly supported where applicable.</li> </ul>					
		<ul style="list-style-type: none"> <li>Capacity building of community-based organisations to enhance effective participation facilitated.</li> </ul>					
		<ul style="list-style-type: none"> <li>Relationship with organised business, labour and civil society built through transparent and accountable.</li> </ul>					
		<ul style="list-style-type: none"> <li>An anti-corruption strategy in terms of national strategy for the municipality is developed and implemented to address:</li> </ul>					
		§ Prevention					
		§ Detection					

Key Performance Area	Weighting	Performance Indicator	Baseline information	Target			Progress on date of review
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		§ Awareness / communication					
		• Financial and performance audit committee established and functional.					
		• Mechanisms to ensure disclosure of financial interest in place.					
		• An effective communication strategy to promote transparency, public accountability, access to information, administrative justice and responsiveness to complaints are dealt with in terms of the relevant legislation, developed and implemented.					
		• Unqualified audit report achieved and maintained.					
		• Community satisfaction surveys conducted.					

**Signed and accepted by (insert job title) \_\_\_\_\_**

**Date:.....**

**Signed by the (Executive) Mayor on behalf of the Council \_\_\_\_\_**

**Date:.....**