

**UMFOLOZI MUNICIPALITY – KZ 281  
UMKHANDLU WASEMFOLOZI**



**2016/2017 PERFORMANCE PLAN**

**FOR**

**MR KE GAMEDE  
MUNICIPAL MANAGER**

**01 JULY 2016 - 30 JUNE 2017**

The annual management review on Key Performance Areas (KPA), Core Management Criteria (CMC) and Core Occupational Competencies (COC) agreed to in each manager's performance agreement has to be completed.

The annual performance appraisal involves the assessment of the achievement of results of the KPA's, CMC's and COC's in accordance with the five-point scale of (1-5).

**DETAILS OF THE DIRECTOR**

<b>Period under review</b>	2016/2017
<b>Surname</b>	Gamede
<b>First Names</b>	Khulumokwakhe E.
<b>Department</b>	Office of the Municipal Manager
<b>Race</b>	African
<b>Gender</b>	Male
<b>Employee Number</b>	KZ 281 222
<b>Date of Appointment</b>	

**Performance Plan 2016/2017 – Municipal Manager**

**Performance Plan.**

This plan defines the Council’s expectations from the Municipal Manager in accordance with the Municipal Manager’s performance agreement to which this document is attached. Section 57 (5) Of the Municipal Systems Act and the Performance Regulations gazetted in Note No: 805, published on 1 August 2006, which provides that performance objectives and targets must be based on the key performance indicators set out from time to time in the Municipality’s Integrated Development Plan and determined in the agreement with the Mayor (as representative to Council).

This plan consists of 7 parts:

- 1 Purpose of the position
- 2 Performance review procedure
- 3 Score card detailing the strategic objectives, functional key performance areas (KPA) and their related performance indicators, weightings and target dates
- 4 Competency Framework
- 5 Personal Development Plan
- 6 Consolidated score sheet - *see annexure A*
- 7 Link to reward - *see annexure B*

The period of this plan is 1 July 2016 to 30 June 2017.

Signed and accepted by the Municipal Manager: .....

Date: .....

Signed by the Mayor: .....

Date: .....

**1. PURPOSE OF THE POSITION**

The Municipal Manager is required to:

- (a) Lead and direct the administration of the Municipality through effective strategies to fulfil the objects of local government provided for in the Constitution, 1996 and any other legislative framework that governs local government.
- (b) Fostering relationships between the municipal council and the administrative arm of the municipality as well as other key stakeholders; and
- (c) Creating an environment that defines the purpose and role of local government as a means to involve people in shaping the future of communities.

As head of administration and accounting officer of the municipality, the Municipal Manager is responsible and accountable for and performs the following functions:

- (a) Municipal institutional development and transformation
- (b) Basic service delivery
- (c) Local economic development
- (d) Municipal financial viability and management
- (e) Good governance and public participation; and
- (f) Cross Cutting Intervention

**2. PERFORMANCE REVIEW PROCEDURE**

- 2.1. A performance review will be held on a quarterly basis with a formal performance review bi-annually in February and in August after the end of the financial year with the understanding that review in the first and third quarter may be verbal if performance is satisfactory.
- 2.2. The Mayor to request input from “customers” on the Municipal Manager’s performance throughout the review period. This may be done through discussion or by asking “customers” to complete a rating form to submit to the evaluation panel for consideration. Customers are people who are able to comment on the Municipal Managers performance since they have closely with him/her on some or all expects of his/her job.
- 2.3. The Municipal Manager to prepare for quarterly performance evaluation by providing a brief description of achievements, including reference to evidence, supporting documentation (documents, reports and/or resolutions with dates of submissions) in the relevant column in section 3 (score card).
- 2.4. The Municipal Manager to provide a rating for the final assessment meeting against the agreed objectives in the column provided in the KPA score card.
- 2.5. The Municipal Manager and evaluation panel to meet to conduct formal performance rating and agreed final score. It may be necessary to have two meetings i.e. give the Municipal Manager scores and allow him/her time to consider them before final agreement. In the event of a disagreement, the evaluation panel has the final say with regard to the final score that is given.
- 2.6. The evaluation panel to provide ratings of the Municipal Manager’s performance against agreed objectives as a result of portfolio of evidence and/or comments and “customer” input.
- 2.7. Initially the scoring should be recorded on the score card then transferred onto performance assessment rating calculator.
- 2.8. Any reasons for non-compliance should be recorded during the review session by keeping of minutes of the review session.
- 2.9. The assessment of the Municipal Manager’s performance will be based on the following rating scale for KPA’s:

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TERMINOLOGY	DESCRIPTON	RATING LEVEL
Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the Performance Agreement and Performance Plan and maintained this in all areas of responsibility throughout the year.	5
Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators as specified in the Performance Agreement and Performance Plan.	4
Fully effective	Performance fully meets the standard expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreement and Performance Plan.	3
Performance not fully effective	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 the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the Performance Agreement and Performance Plan.	2
Unacceptable Performance	Performance does not meet the standard expected for the job. The review/ assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the Performance Agreement 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.	1

2.10. Only those items relevant for the review period in question should be scored.

2.11. The assessment of the performance of the Municipal Manager on the applicable Core Competencies will be based on the rating scale as reflected in section 4 of the performance plan.

2.12. The Mayor and the Municipal Manager to prepare and agree on personal development plan (PDP) for addressing development gaps.

2.13. The Mayor and Municipal Manager to set new objectives, targets, performance indicators, weighting and dates etc. for the following financial year.

2.14. Poor work performance will be dealt with in terms of regulation 32 (3) of the Performance Regulations gazetted in Notice No 805, published on 1 August 2006.

3. DIRECTOR'S SCORECARD

KEY PERFORMANCE AREA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT... (WEIGHT %)														
IDP REF NO.	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	2016/2017 FY								COMMENTS	Own Rating (1-5)	Rating by Panel Member (1-5)
				Q1		Q2		Q3		Q4				
				Target	Actual	Target	Actual	Target	Actual	Target	Actual			
1.1	To ensure that the Municipality has well skilled competent, reliable and motivated employees and Clrs	Number of capacity building programmes conducted by 30 June 2017	Ensure 3 capacity building programmes for 34 Councillors is conducted by 30 June 2017	N/A		1 capacity building programme conducted		1 capacity building programme conducted		1 capacity building programme conducted				
1.1	To ensure that the Municipality has well skilled competent, reliable and motivated employees and Clrs	Number of employees trained as per WSP	Train 20 employees as per WSP by 30 June 2017	5 employees trained as per WSP		5 employees trained as per WSP		5 employees trained as per WSP		5 employees trained as per WSP				
1.8	To improve institutional and organisational capacity	Number of recruits employed in terms of Employment Equity Plan	Recruit 4 employees in terms of Employment Equity Plan by 30 June 2017	1 employee recruited in terms of EEP		1 employee recruited in terms of EEP		1 employee recruited in terms of EEP		1 employee recruited in terms of EEP				
1.4	To ensure that the Municipality has well skilled competent, reliable and motivated employees and Clrs	Number of Wellness Days conducted by 31 March 2017	Implementation of EAP by having 2 Wellness Days conducted by 31 March 2017	1 Wellness Day conducted		N/A		1 Wellness Day conducted		N/A				

KEY PERFORMANCE AREA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION... (WEIGHT %)														
IDP REF. NO.	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	2016/2017 FY								COMMENTS	Own Rating (1-5)	Rating by Panel Member (1-5)
				Q1		Q2		Q3		Q4				
				Target	Actual	Target	Actual	Target	Actual	Target	Actual			
5.18	To promote and foster sound internal and external communication	Number of Council Media Statements issued	4 Council Media Statements issued by 30 June 2017	1 Council Media Statement issued		1 Council Media Statement issued		1 Council Media Statement issued		1 Council Media Statement issued				
5.18	To promote and foster sound internal and	Number of Service Delivery Booklet	Compile 1 Service Delivery Booklet by 30	Collection of data		Collection of data		Collection of data		Service Delivery Booklet				

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	external communication	compiled	June 2017							compiled				
5.18	To promote and foster sound internal and external communication	Number of radio slots conducted	3 Radio Slots conducted by 30 June 2017	N/A		1 Radio slot		1 Radio slot		1 Radio slot				
5.7	To proactively identify and address potential risks that may affect the functioning of the organization	Number of performance reports submitted to Council	4 Performance reports submitted to Council by 30 June 2017	1 report submitted to Council		1 report submitted to Council		1 report submitted to Council		1 report submitted to Council				
5.7	To promote a culture of good performance and accountability	Number of performance assessments conducted	4 Performance assessments conducted by 30 June 2017	Annual Performance assessment conducted		Q1 Performance assessment conducted		Midterm Performance assessment conducted		Q3 Performance assessment conducted				
5.2	To promote a culture of good performance and accountability	Number of Performance Agreements signed	5 signed Performance Agreements of Senior Managers by 31 July 2016 and submitted to COGTA	5 Performance Agreements signed and submitted to COGTA		N/A		N/A		N/A				
5.6	To ensure reliability and independence of Internal and External audit	Approved 2014/15 Annual Report by 31 March 2017	Submission of 2015/16 Annual report to Council for approval by 31 March 2017	Draft unaudited Annual report submitted to AG		N/A		Annual Report submitted to Council for approval		N/A				
5.1	To promote a culture of good performance and accountability	Reviewed and adopted PMS Framework by 30 June 2017	Review PMS Framework and adopted by Council by 30 June 2017	N/A		N/A		Review of PMS Framework		PMS Framework adopted by Council				
5.4	To ensure reliability and independence of Internal and External audit	Number of Audit Committee meetings held by 30 June 2017	4 Audit Committee meetings held by 30 June 2017	1 meeting held		1 meeting held		1 meeting held		1 meeting held				
5.16	To promote a municipal governance system that enhances and embraces the system of	Adopted 2017-22 IDP by 30 June 2017	To adopt 2017-22 IDP by 30 June 2017	Adoption of IDP/Budget Process Plan		Ward Committee consultative meetings		Adoption of Draft IDP		Adoption of Final IDP				

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	participatory Governance													
5.13	Provide more social and economic opportunities for youth	Number of Youth Desk and Youth Council established	Establishment of 17 Youth Desk and Youth Council by 31 December 2016	Development of Terms of Reference		Establishment of 17 Youth Desk & establishment of Local Youth Council		N/A		N/A				
5.13	Provide more social and economic opportunities for youth	Number of candidates participated in the Youth driver's license programme	68 candidates to participate in the Youth driver's license programme by 31 March 2017	N/A		Identification and registration of 68 candidates to participate in the driver's licenses programme		68 candidates assisted in driver's license programme		N/A				
5.13	Provide more social and economic opportunities for youth	Siyabonga Sangweni tournament hosted by 30 June 2017	To host Siyabonga Sangweni Tournament by 30 June 2017	N/A		N/A		N/A		Siyabonga Sangweni Soccer Tournament				
5.13	Provide more social and economic opportunities for youth	Youth Seminar hosted by 31 March 2017	To host Youth Summit by 31 March 2017	Engagement with stakeholders		N/A		Hosting of Youth Summit		N/A				
5.13	Provide more social and economic opportunities for youth	Annual Mananga hosted by 30 June 2017	To host Annual Mananga Event by 30 June 2017	N/A		N/A		Stakeholders engagement		Hosting of Annual Mananga				
5.13	Provide more social and economic opportunities for youth	Isiphalaphala of uMfolozi Municipality Event hosted by 31 December 2016	To host Isiphalaphala of uMfolozi Municipality Event by 31 December 2016	Co-ordination selections at ward level		Hosting of Isiphalaphala of uMfolozi Municipality		N/A		N/A				
5.13	Provide more social and economic opportunities for youth	Participated in SALGA Games by 31 December 2016	To Participate in SALGA Games by 31 December 2016	Coordination of SALGA Local Elimination Games & Participation to District SALGA Elimination Games		Participation in SALGA Games		N/A		N/A				
5.13	Provide more social and economic opportunities for youth	Hosted Mayoral Cup by 30 June 2017	Host Mayoral Cup by 30 June 2017	N/A		Establishment and training of Local Sports Committee		Ward Elimination Games		Hosting of Mayoral Cup				
5.14	To promote a healthy community through accessible sexual and reproductive	Number of events related to women issues coordinated	Coordinate 3 Women empowerment programmes by 30 June 2017	N/A		1 Women empowerment programme conducted		1 Women empowerment programme conducted		1 Women empowerment programme conducted				



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health services													
5.14	To promote a healthy community through accessible sexual and reproductive health services	Number of Men's programme hosted	To host 3 Men's Programmes by 31 March 2017	Boys to Men campaign		Male Medical Circumcision		Men's Social cohesion programme		N/A			
5.14	To promote a healthy community through accessible sexual and reproductive health services	Number of Women's Programmes by 31 March 2017	To host 3 Women's Programmes by 31 March 2017	Women's Celebration Programme		16 Days of Activism Programme		Human's Rights Programme		N/A			
5.14	To promote a healthy community through accessible sexual and reproductive health services	Number of Disability Programmes held by 30 June 2017	4 Disability Programmes held by 30 June 2017	Disability Awareness Campaign		Disability Day Programme		Back to School Campaign (PLWD)		Disability Programme			
5.14	To promote a healthy community through accessible sexual and reproductive health services	Number of Senior Citizens Programmes held	5 Senior Citizens Programmes held by 30 June 2017	Golden Games Local Eliminations		Senior Citizens Abuse Awareness Day & Christmas function		Healthy Living Lifestyle Programme		Grandparents Day			
5.14	To promote a healthy community through accessible sexual and reproductive health services	Number of Ward AIDS Councils revived and trained	Revive and train 17 Ward AIDS Council by 30 June 2017	Develop plan		Revival of 7 WACs		Revival of 10 WACs		Relaunch and Training of WACs			
5.14	To promote a healthy community through accessible sexual and reproductive health services	Number of HIV/AIDS programmes coordinated	Coordinate 4 HIV/AIDS programmes by 30 June 2017	Abstinence Programme (Siyaya eMhlangeni)		World AIDS Day Programme & 16 Days of Activism		Teenage Pregnancy Programme		Youth Against Social illness			
5.14	To promote a healthy community through accessible sexual and reproductive health services	Number of Children's Rights forum established	Establish 17 Children's Rights Forum	Develop plan		Establish 7 Children's Rights Wards Forum		Establish 10 Children's Rights Wards Forum		Training of Children's Rights Wards Forum			
5.14	To promote a healthy community through accessible sexual and reproductive health services	Number of Phila Mntwana Programmes held	4 Phila Mntwana Programmes held by 30 June 2017	1 programme held		1 programme held		1 programme held		1 programme held			
5.15	To promote a municipal governance system	Number of Ward Committees established	Establish 17 Ward Committees by	N/A		17 Ward committees established		N/A		N/A			

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	that enhances and embraces the system of participatory Governance		31 December 2016											
5.15	To promote a municipal governance system that enhances and embraces the system of participatory Governance	Number of Ward Committee meetings held	4 Ward Committee meetings held by 30 June 2017	1 meeting held		1 meeting held		1 meeting held		1 meeting held				
5.15	To promote a municipal governance system that enhances and embraces the system of participatory Governance	Number of Ward Committee assessment reports submitted to Council	4 Ward Committee assessment reports submitted to Council by 30 June 2017	1 assessment report submitted to Council		1 assessment report submitted to Council		1 assessment report submitted to Council		1 assessment report submitted to Council				

**KEY PERFORMANCE AREA 6: CROSS CUTTING... (WEIGHT %)**

IDP REF. NO.	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	2016/2017 FY								COMMENTS	Own Rating (1-5)	Rating by Panel Member (1-5)
				Q1		Q2		Q3		Q4				
				Target	Actual	Target	Actual	Target	Actual	Target	Actual			
6.3	Embedding good governance and integrated service delivery through partnership and spatial alignment	Number of WTT reports submitted to Local Task Team	Submit 12 WTT reports to Local Task Team by 30 June 2017	3 WTT reports submitted to LTT		3 WTT reports submitted to LTT		3 WTT reports submitted to LTT		3 WTT reports submitted to LTT				
6.3	Embedding good governance and integrated service delivery through partnership and spatial alignment	Number of LTT reports submitted to Council	Submit 4 LTT reports to Council by 30 June 2017	1 LTT report submitted to Council		1 LTT report submitted to Council		1 LTT report submitted to Council		1 LTT report submitted to Council				

**4. KNOWLEDGE, SKILLS AND BEHAVIOUR REQUIREMENTS**

**4.1. Core Management Criteria (CMC)**

CORE MANAGEMENT CRITERIA (CMC)	WEIGHT %	MILESTONES/COMMENTS	RATING (1-5)	RATING (1-5)
			OWN	PANEL MEMBER
1. Strategic Capability & Leadership				
2. Programme & Project Management				
<b>3. Financial Management (Compulsory)</b>				
4. Change Management				
5. Knowledge Management				
6. Service Delivery Innovation				
7. Problem Solving & Analysis				
<b>8. People Management &amp; Empowerment (Compulsory)</b>				
<b>9. Client Orientation &amp; Customer Focus (Compulsory)</b>				
10. Communication				
11. Honesty & Integrity				
<b>SUB-TOTAL</b>				

**4.2. Core Occupational Competency (COC)**

CORE OCCUPATIONAL COMPETENCY	WEIGHT %	MILESTONES/COMMENTS	RATING (1-5)	
			OWN	PANEL MEMBER
1. Competence in Self-Management				
2. Interpretation of and implementation within the legislation and national policy framework				
3. Knowledge of developmental local government				
4. Knowledge of Performance Management & Reporting				
5. Knowledge of global & South African specific political, social and economic contexts				
6. Competency on policy conceptualisation, analysis and implementation				
7. Knowledge of more than one functional municipal fields/discipline				
8. Skills in mediation				
9. Skills in governance				
10. Competence as required by other national line sector departments				
11. Exceptional and dynamic creativity to improve the functioning of the municipality				
<b>TOTAL</b>	<b>100%</b>			

**5. PERSONAL DEVELOPMENT PLAN**

Area to be developed	Type of intervention	Target date	Performance Review for PDP		
			Progress	Barriers	Actions to Overcome Barriers

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