



PERFORMANCE PLAN

Entered into by and between

THE MUNICIPALITY OF KOUGA

AS REPRESENTED BY THE EXECUTIVE MAYOR

CLLR. HORATIO HENDRICKS

AND

CHARL DU PLESSIS

THE EMPLOYEE OF THE MUNICIPALITY

MUNICIPAL MANAGER

PERIOD: 1 JULY 2019 TO 30 JUNE 2020

A handwritten signature in black ink, appearing to be 'A. P. JR', with the initials 'JR' written below it.

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


It is expressly agreed that while certain key responsibilities of the Municipal Manager shall be measured in terms of the Performance Agreement and the Performance plan, the duties of the Municipal Manager shall not be restricted to the measured responsibilities only.

The following objectives of the Municipality will inform the Municipal Manager's performance against set performance indicators:

- 2.1 The delivery of support services to Council and the community in the following areas:
 1. Financial Viability and Management
 2. Municipal Transformation and Institutional Development

3. PERFORMANCE REPORTING

- 3.2 The provision of the Performance Agreement relative to performance reporting time frames is herewith re-confirmed.
- 3.3 Whereas Section 57 of the Local Government Municipal Systems Act, 2000 provides that the appointment of the Employee is subject to participation in the performance management system of the Employer, the Parties herewith agree that the non-submission of performance information, on the electronic performance management systems and/or manually, on due dates as set out in the Performance Agreement may result therein that any possible performance reward due to the Employee may be forfeited at the discretion of the Employer.
- 3.4 It is herewith agreed that in instances where it becomes clear that any set target in respect of any reporting period cannot/shall not be achieved and/or has not been achieved, the Employee shall prepare a Memorandum addressed to the Executive Mayor detailing the following:

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- Key Performance Indicator and target for the reporting period;
- Actual achievements on the target in accordance with the Key Performance Indicator;
- Reasons why the target could not be fully achieved;
- Proposals on corrective actions to be implemented to ensure that the target shall be achieved at a date and time indicated in the corrective actions which shall be prior to the end of the reporting year;
 - Provided that were the non-achievement becomes evident at such a late stage that corrective actions shall not result in achievement of the target prior to the year end, corrective actions must indicate how the matter shall be dealt with to ensure achievement in the shortest possible time after year end.
- The Employee shall at all times attach the Memorandum directed to the Executive Mayor to such reporting on the electronic performance management system.

4. KEY PERFORMANCE AREAS

The following Key Performance Areas (KPA's) as set in consultation with the employee inform the strategic objectives, listed in the table below:

KPA No	Key Performance Area	Weight
1	Financial Viability and Management (Procurement Plan)	5
2.	Financial Viability and Management	20
3	Good Governance and Public Participation	20
4	Institutional Development and Transformation	20
5.	Infrastructure and basic Service Delivery	35
	Total	100

5. KEY PERFORMANCE INDICATORS

- 5.1 The following Key Performance Indicators (KPI's) provide the details of the evidence that must be provided to show that a key objective has been obtained. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

KPA: FINANCIAL VIABILITY AND MANAGEMENT: IMPLEMENTATION OF PROCUREMENT PLAN

Operational Budget Item	Program Driver	Project Number	Budget 2019/20	Annual expenditure target	Revised Target	2019/20 Targets										Weighting
						30/09/19		31/12/19		31/3/20		30/06/20				
						Target	Actual	Target	Actual	Target	Actual	Target	Actual			
Travel Agency Services	MM	OP1	Operational	90%				% Budget expenditure	% Budget expenditure	% Budget expenditure	% Budget expenditure	% Budget expenditure	% Budget expenditure	25		
						Item submitted to BSC	30%	Leading Department Tender evaluation report submitted to SCM	30%							
						-	20/7/19							25		
Legal Services	MM and Manager Legal Services	OP1	Operational	90%				% Budget expenditure	% Budget expenditure	% Budget expenditure	% Budget expenditure	% Budget expenditure	% Budget expenditure			
						Item submitted to BSC	30%	Leading Department Tender evaluation report submitted to SCM	30%							
						26/7/19	30/11/19							25		
														100		

DIRECTORATE		OFFICE OF THE MUNICIPAL MANAGER										Weights		
Department/ Directorate	Program Driver	Key Performance Area	Objective	Key Indicator	Annual Target	2019/2020 Targets							Actual	
						Revised Target	30/9/19		31/12/19		31/3/20			30/6/20
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Municipal Manager	Municipal Manager and Manager PMS	Good Governance and Public Participation	SOD1.1 To provide Office Management Services to the Municipal Manager	Number of Institutional Performance Reports submitted To Council	4		1	1		1		1		4
Municipal Manager	Municipal Manager and Manager Internal Audit	Good Governance and Public Participation	SOD1.2 To assess municipal risks and provide an independent appraisal of the adequacy and effectiveness of financial controls in the municipality	Number of Audit Committee Meetings	4		1	1		1		1		4
Municipal Manager	Municipal Manager and Manager Internal Audit	Good Governance and Public Participation	SOD1.2 To assess municipal risks and provide an independent appraisal of the adequacy and effectiveness of financial controls in the municipality	Number of Risk Management Meetings held	4		1	1		1		1		4
Municipal Manager	Municipal Manager and Manager IDP	Good Governance and Public Participation	SOD 1.3 To develop and coordinate a credible Integrated Development Plan that will address the developmental needs of the community	Develop a process plan for the IDP by 31 August	31/8/19			-		-		-		3

DIRECTORATE		OFFICE OF THE MUNICIPAL MANAGER											Weights		
Department/ Directorate	Program Driver	Key Performance Area	IDP Objective	Key Performance Indicator	Annual Target	2019/2020 Targets						Actual			
						Revised Target	30/9/19 Target	30/9/19 Actual	31/12/19 Target	31/12/19 Actual	31/3/20 Target			31/3/20 Actual	30/6/20 Target
Municipal Manager	Municipal Manager and Manager IDF	Good Governance and Public Participation	SD 1.3 To develop and coordinate a credible Integrated Development Plan that will address the developmental needs of the community	Table a draft IDP to Council by 31 March	31/3/20	-	-	-	-	-	-	-	-	-	3
Municipal Manager	Municipal Manager and Manager IDF	Good Governance and Public Participation	SD 1.3 To develop and coordinate a credible Integrated Development Plan that will address the developmental needs of the community	Number of final IDP's submitted to Council by 31 May 2020	1	-	-	-	-	-	-	-	1	-	4
Municipal Manager	Municipal Manager and Manager IDF	Good Governance and Public Participation	SD 1.3 To develop and coordinate a credible Integrated Development Plan that will address the developmental needs of the community	Number of IDP Public meetings to determine ward priorities	15	-	-	-	-	-	-	-	15	-	4
Municipal Manager	Municipal Manager and Manager IDF	Good Governance and Public Participation	SD 1.3 To develop and coordinate a credible Integrated Development Plan that will address the developmental needs of the community	Number of IDP Rep Forum Meetings	2	-	-	-	1	-	-	-	1	-	3
Municipal Manager	Municipal Manager and Manager IDF	Good Governance and Public Participation	SD 1.3 To develop and coordinate a credible Integrated Development Plan that will address the developmental needs of the community	Number of Ward based IDP planning sessions with	1	-	-	-	-	-	-	1	-	-	3

DIRECTORATE			OFFICE OF THE MUNICIPAL MANAGER										
Department/ Directorate	Program Driver	Key Performance Area	IDP Objective	Key Performance Indicator	Annual Target	2019/2020 Targets				30/6/20 Target	30/6/20 Actual	Weighting	
						Revised Target	30/9/19 Target	30/9/19 Actual	31/12/19 Target				31/12/19 Actual
Municipal Manager	Municipal Manager and Manager IDP	Good Governance and Public Participation	developmental needs of the community SD 1.3 To develop and coordinate a credible Integrated Development Plan that will address the developmental needs of the community	ward committees Number of strategic planning sessions for the review of the IDP	1	-	-	1	-	-	-	-	3
Municipal Manager	Municipal Manager and Manager IDP	Good Governance and Public Participation	SD 1.3 To develop and coordinate a credible Integrated Development Plan that will address the developmental needs of the community	Number of IDP's uploaded to web site by 15 June	1	-	-	-	-	-	1	-	3
Municipal Manager	Municipal Manager and Manager PMS	Good Governance and Public Participation	SOD 1.4 To develop, maintain and monitor the institutional performance management system/SDBIP in the municipality	Number of SDBIP's submitted to the Mayor within 14 days of adoption of budget	1	-	-	-	-	-	1	-	4
Municipal Manager	Municipal Manager and Manager PMS	Good Governance and Public Participation	SOD 1.4 To develop, maintain and monitor the institutional performance management system/SDBIP in the municipality	Number of SDBIP' tabled to Council b 31 July	1	1	-	-	-	-	-	-	3
Municipal Manager	Municipal Manager and Manager PMS	Good Governance and Public Participation	SOD 1.4 To develop, maintain and monitor the institutional performance management system/SDBIP in the municipality	Number of SDBIP's uploaded to web	1	1	-	-	-	-	-	-	3

DIRECTORATE		OFFICE OF THE MUNICIPAL MANAGER										Weighting				
Department/ Directorate	Program Driver	Key Performance Area	IDP Objective	Key Performance Indicator	Annual Target	Revised		30/9/19		31/12/19			31/3/20		30/6/20	
						Target	Actual	Target	Actual	Target	Actual		Target	Actual		
		Public Participation	management system/SDBIP in the municipality	site by 5 August 2019	4			1		1		1				4
Municipal Manager	Municipal Manager and Manager PMS	Good Governance and Public Participation	SOD 1.4 To develop, maintain and monitor the institutional performance management system/SDBIP in the municipality	Number of SDBIP implementation reports submitted to Council	4			1		1		1				4
Municipal Manager	Municipal Manager and Manager PMS	Good Governance and Public Participation	SOD 1.4 To develop, maintain and monitor the institutional performance management system/SDBIP in the municipality	Number of SDBIP implementation reports submitted to the Audit Committee	4			1		1		1				4
Municipal Manager	Municipal Manager and Manager PMS	Good Governance and Public Participation	SOD 1.4 To develop, maintain and monitor the institutional performance management system/SDBIP in the municipality	Number of performance agreements submitted to Coun by 31 August 2019	6			6		-		-				4
Municipal Manager	Municipal Manager and Manager PMS	Good Governance and Public Participation	SOD 1.4 To develop, maintain and monitor the institutional performance management system/SDBIP in the municipality	Number of performance agreements uploaded to web site within 5 days of approval	6			6		-		-				2

DIRECTORATE		OFFICE OF THE MUNICIPAL MANAGER										Weighting	
Department/ Directorate	Program Driver	Key Performance Area	IDP Objective	Key Performance Indicator	Annual Target	Revised Target	2019/2020 Targets						
							30/9/19		31/12/19		31/3/20		30/6/20
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Municipal Manager	Municipal Manager	Good Governance and Public Participation	SOD 1.4 To develop, maintain and monitor the institutional performance management system/SDBIP in the municipality	Number of Senior Management Performance Agreements Concluded before 31 July 2019	6		6		-		-		5
Municipal Manager	Municipal Manager	Good Governance and Public Participation	SD: 1 Ensure Institutional Performance supports the achievement of IDP objectives	Number of Senior Managers subjected to Quarterly Performance review	6		6		6		6		5
Municipal Manager	Municipal Manager and Manager Office of the Mayor	Good Governance and Public Participation	SOD 1.5 To provide comprehensive communication and intergovernmental relations services	Number of Kouga News publications prepared and circulated	1		-		1		-		2
Municipal Manager	Municipal Manager and Manager Office of the Mayor	Good Governance and Public Participation	SOD 1.4 To develop, maintain and monitor the institutional performance management system/SDBIP in the municipality	Phase 1 of overhauling the functionality of the web site to include payment portals for various functions like traffic fines completed by 30 June 2020	1		-		-		1		4

DIRECTORATE		OFFICE OF THE MUNICIPAL MANAGER											Weighting	
Department/ Directorate	Program Driver	Key Performance Area	IDP Objective	Key Performance Indicator	Annual Target	2019/2020 Targets						Actual		
						Revised Target	30/9/19		31/12/19		31/3/20			30/6/20
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Actual
Municipal Mana	Municipal Manager and Manager Leg Services	Good Governance and Public Participation	SOD 1.6 To provide professional, effective and efficient legal support to Council and Administration, to protect the municipality's interests and legal risks and ensure legal compliance	Number of Delegation Registers reviewed by 30 June 2020	1	-	-	-	-	-	-	1	-	4
Municipal Mana	Municipal Manager and Manager Legal Services	Good Governance and Public Participation	SOD 1.6 To provide professional, effective and efficient legal support to Council and Administration, to protect the municipality's interests and legal risks and ensure legal compliance	Number of reports on legal risks submitted to Council	4	1	-	1	-	1	-	1	-	4
Municipal Mana	Municipal Manager and Manager Legal Services	Good Governance and Public Participation	SOD 1.6 To provide professional, effective and efficient legal support to Council and Administration, to protect the municipality's interests and legal risks and ensure legal compliance	Audit and review By-Laws by 30 June 2020	30/3/20	-	-	-	-	-	-	30/3/20	-	4
TOTAL: KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION														100

DIRECTORATE		OFFICE OF THE MUNICIPAL MANAGER										Weights	
Department/ Directorate	Program Driver	Key Performance Area	IDP Objective	Key Performance Indicator	2019/2020 Targets						Annual Target		
					Revised Target	30/9/19		31/12/19		31/3/20			30/6/20
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Actual
Municipal Manager	Municipal Manager	Institutional Development and Transformation	SD5.1 Ensure HR services supports the achievement of IDP objectives	Number of approved Budgeted Senior Management Positions filled	6		6		6		6		30
Corporate Services	Municipal Manager and Dir Corp	Institutional Development and Transformation	SOD 5/1 To render human resources management and support services to the municipality that will sustain the optimum utilization of the municipality's human capital	% expenditure of Skills Dev Budget	100%		40%		30%		20%		70
Total for KPA Institutional Transformation and Development 100													
Finance	Municipal Manager and CFO	Financial Viability and Management	SOD 6.3 To implement and maintain revenue policies and credit control procedures to ensure sound revenue management practices and compliance	% revenue collection rate between revenue raised and revenue collected	96%		96%		96%		96%		40
Finance	Municipal Manager and Directors	Financial Viability and Management	SOD 6.5 To manage supply chain management services to ensure proper systems, policies and procedures and control for demand, acquisition,	% Capital Budget Expenditure	95%		25%		40%		30%		30

DIRECTORATE		OFFICE OF THE MUNICIPAL MANAGER											Weighting			
Department/ Directorate	Program Driver	Key Performance Area	IDP Objective	Key Performance Indicator	Annual Target	2019/2020 Targets						Actual				
						Revised Target	30/9/19 Target	Actual	31/12/19 Target	Actual	31/3/20 Target			Actual	30/6/20 Target	Actual
			logistics and disposal management													
OPERATIONAL INDICATOR NOT INCLUDED IN THE IDP																
Finance	Municipal Manager and CFO	Financial Viability and Management	Operational Indicator	% expenditure of FMG Grant	100%	25%			25%				25%			10
Finance	Municipal Manager	Financial Viability and Management	Operational Indicator	%Increase in the Municipal Revenue Base	6%	-			1%				3%			20
TOTAL: KPA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT																
Infrastructure & Engineering	Municipal Manager and Director I&E	Infrastructure and Service Delivery	SOD2.1 To manage the rendering of water services and to provide bulk and potable water and sanitation services to the community	% water losses	35%	36%			36%				36%			20
Infrastructure & Engineering	Municipal Manager and Director I&E	Infrastructure and Service Delivery	SOD2.1 To manage the rendering of water services and to provide bulk and potable water and sanitation services to the community	Number of Buckets sanitation converted from Bucket sanitation to a more acceptable level of sanitation (Stofwolk, Thornhill, Sea	1500	-			250				1000			29

DIRECTORATE		OFFICE OF THE MUNICIPAL MANAGER											Weighting											
Department/ Directorate	Program Driver	Key Performance Area	IDP Objective	Key Performance Indicator	2019/2020 Targets						Annual Target	Revised Target		30/9/19		31/12/19		31/3/20		30/6/20				
					Target	Actual	Target	Actual	Target	Actual				Target	Actual	Target	Actual	Target	Actual					
Infrastructure & Engineering	Municipal Manager and Director I&E	Infrastructure and Service Delivery	SD 2.2 To manage the provisioning of electrical services	Vista, Ocean View, Kwanonzamo % electricity losses	17%		18%		18%		17%				17%				17%		20			
Infrastructure & Engineering	Municipal Manager and Director I&E	Infrastructure and Service Delivery	SD 2.2 To manage the provisioning of electrical services	% expenditure on DOE grant	100%		25%		5%		40%				30%				30%		20			
Infrastructure & Engineering	Municipal Manager and Director I&E	Infrastructure and Service Delivery	SOD 2.4 To manage the coordination and implementation of project management processes with regard to engineering projects (MIG)	% MIG expenditure	100%		40%		5%		30%				25%				25%		20			
TOTAL: KPA: INFRASTRUCTURE AND BASIC SERVICE DELIVERY																								100

Thus, done and signed on this 31 day of JULY 2019 in the presence of the undersigned witnesses



EMPLOYEE



EXECUTIVE MAYOR

WITNESSES: 