



**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 2021 TO 30 JUNE 2022**

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## 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.

## 3. PERFORMANCE REPORTING

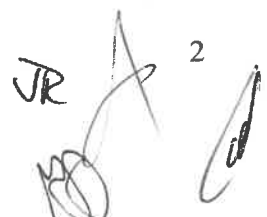
3.2 The provision of the Performance Agreement relative to performance reporting time frames is herewith re-confirmed.

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:

- 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;

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- 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	25
2	Good Governance and Public Participation	25
3	Institutional Development and Transformation	25
5	Local Economic Development	25
	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.

## 5.2 INSTITUTIONAL SERVICE DELIVERY IMPLEMENTATION PLAN TARGETS

<b>KPA GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>													
SDO1: To ensure that the municipal services are administered in accordance with the objectives of local government as prescribed in Chapter 7 of the Constitution.													
Office of the Municipal Manager													
Performance Management													
Performance Management													
<b>SOD:1.1 EXECUTIVE SUPPORT: To provide office management service to the Municipal Manager</b>													
Focus Area	Key Performance Indicator	Baseline	Annual Target	Revised Target	2021/2022: Quarterly Targets						Vote number and budget	Weight	
					Ending 30 September 2021	Ending 31 December 2021	Ending 31 March 2022	Ending 30 June 2022	Target	Actual			Target
Performance	Number of Institutional performance reports submitted to Council	4	4		1/4	2/4	3/4	4/4					5
<b>KPA GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>													
SDO1: To ensure that the municipal services are administered in accordance with the objectives of local government as prescribed in Chapter 7 of the Constitution.													
Office of the Municipal Manager													
Internal Audit and Risk Management													
Risk Management													
<b>SOD:1.2 RISK MANAGEMENT AND INTERNAL AUDIT: To assess municipal risks and provide and independent appraisal of the adequacy and effectiveness of financial controls in the municipality</b>													
Focus Area	Key Performance Indicator	Baseline	Annual Target	Revised Target	2021/2022: Quarterly Targets						Vote number and budget	Weight	
					Ending 30 September 2021	Ending 31 December 2021	Ending 31 March 2022	Ending 30 June 2022	Target	Actual			Target
Risk Monitoring	Number of Risk Management Meetings Held	4	4		1/4	2/4	3/4	4/4					5
	Number of Audit Committee Meetings held	4	4		1/4	2/4	3/4	4/4					5
	Number of Institutional Risk Assessment Reviews completed by 30 June 2022	1	1		-	-	-	1					3

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Strategic Objective	SDO1: To ensure that the municipal services are administered in accordance with the objectives of local government as prescribed in Chapter 7 of the Constitution.														
	Office of the Municipal Manager Integrated Development Planning														
	Integrated Development Planning INTEGRATED DEVELOPMENT PLANNING: To develop and coordinate a credible Integrated Development Plan that will address the developmental needs of the community.														
Focus Area	Key Performance Indicator	Baseline	2021/2022: Quarterly Targets										Vote number and budget	Weight	
			Annual Target	Revised Target	Ending 30 September 2021	Ending 31 December 2021	Ending 31 March 2022		Ending 30 June 2022						
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Strategic Planning	Number of IDP Process Plans submitted to Council by 31 August 2021	1	1	-	-	-	-	-	-	-	-	-	-	-	3
	Number of draft IDP's submitted to Council by 31 March 2022	1	1	-	-	1	-	-	-	-	-	-	-	-	3
	Number of Final IDP's submitted to Council by 31 May 2022	1	1	-	-	-	-	-	-	-	1	-	-	-	5
	Number of Ward Public meetings to determine Ward Priorities	15	15	-	-	7/15	-	15/15	-	-	-	-	-	-	3
	Number of IDP Representative Forum Meetings held	3	2	-	-	1/2	-	2/2	-	-	-	-	-	-	3
	Number of Ward based planning sessions with Ward Committees.	1	1	-	-	1	-	-	-	-	-	-	-	-	3
	Number of Strategic Planning Sessions to review IDP objectives	1	1	-	-	1	-	-	-	-	-	-	-	-	4
	Number of approved IDP's uploaded to Web Site by 15 June 2022	1	1	-	-	-	-	-	-	-	-	-	-	1	3

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SDOI: To ensure that the municipal services are administered in accordance with the objectives of local government as prescribed in Chapter 7 of the Constitution.															
Office of the Municipal Manager															
Performance Management															
Performance Management															
SOD:1.4															
PERFORMANCE MANAGEMENT: To develop, maintain and monitor the institutional performance management system/SDBIP in the municipality.															
Strategic Objective	Division	Function	Focus Area	Key Performance Indicator	Baseline	Annual Target	Revised Target	2021/2022: Quarterly Targets				Ending 30 June 2022		Vote number and budget	Weight
								Ending 30 September 2021	Ending 31 December 2021	Ending 31 March 2022	Ending 30 June 2022	Target	Actual		
Performance Planning				Number of SDBIP's submitted to the Mayor for approval within 14 days of adoption of the Annual Budget	1	1	-	-	-	-	-	1		5	
				Number of approved SDBIP's submitted to Council by 31 July 2021	1	1	-	-	-	-	-	-		3	
				Number of SDBIP's uploaded to web within 10 days of adoption by Council	1	1	-	-	-	-	-	-		3	
				Number of SDBIP Implementation reports submitted to Council	4	4	1/4	2/4	3/4	4/4	4/4	4/4		5	
				Number of signed performance agreements submitted to Council by 31 August 2021	6	6	6	-	-	-	-	-		3	
				Number of Performance Agreements uploaded to Web Site within 10 days of approval	6	6	6	-	-	-	-	-		3	

SDO 1: To ensure that the municipal services are administered in accordance with the objectives of local government as prescribed in Chapter 7 of the Constitution.																
Office of the Municipal Manager																
Media and Communication																
Communication																
MEDIA AND COMMUNICATION: To provide comprehensive communications and intergovernmental relation services.																
Strategic Objective	Division	Function	SOD:1.5	Focus Area	Key Performance Indicator	Baseline	Annual Target	Revised Target	2021/2022: Quarterly Targets				Ending 30 June 2022		Vote number and budget	Weight
									Ending 30 September 2021	Ending 31 December 2021	Ending 31 March 2022	Ending 30 June 2022	Target	Actual		
Communication					Number of Kouga News publications prepared and circulated per annum	1	1	-	1	-	-	-	1			3
Communications Policy and Strategy					Number of Communications Policy and Strategy approved by 30 June 2022	-	1	-	-	-	-	-	1			3
Municipal Web Site					Due date compliance with the Overhaul the functionality of the website to include payment portals for various functions like traffic fines	30 June 2022							30/6/22			5
SDO 1: To ensure that the municipal services are administered in accordance with the objectives of local government as prescribed in Chapter 7 of the Constitution.																
Office of the Municipal Manager																
Legal Services																
Legal Services																
SOD:1.6																
To provide professional, effective and efficient legal support to Council and Administration, to protect the municipality's interests and mitigate legal risks																
Strategic Objective	Division	Function	SOD:1.6	Focus Area	Key Performance Indicator	Baseline	Annual Target	Revised Target	2021/2022: Quarterly Targets				Ending 30 June 2022		Vote number and budget	Weight
									Ending 30 September 2021	Ending 31 December 2021	Ending 31 March 2022	Ending 30 June 2022	Target	Actual		
Mitigate Legal Risks					Number of reports on legal risks submitted to Council	4	4	1/4	2/4	3/4	4/4	4/4				5
Delegation Framework					Number of Delegation Frameworks reviewed by 30 June 2022	1	1	-	-	-	-	1				5

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Municipal Code	Audit and review By-Laws by 30 June 2022	30/6/21	306/22	-	-	-	-	-	30/6/22	3	
Municipal Court	Number of Municipal Courts Established	-	1	-	-	-	-	-	1/1	3	
Strategic Objective	SDO 1: To ensure that the municipal services are administered in accordance with the objectives of local government as prescribed in Chapter 7 of the Constitution										
Directorate	Office of the Municipal Manager										
Division	Special Programs										
Function	SPECIAL PROGRAMS										
SOD 1.7	SPECIAL PROGRAMS: To coordinate and manage all special programs to address special needs in society										
Focus Area	Key Performance Indicator	Baseline	Annual Target	Revised Target	Ending 30 September 2021	Ending 31 December 2021	Ending 31 March 2022	Ending 30 June 2022	Vote number and budget	Weight	
Social Development	Number of meetings of the Kouga Women's Forum	0	4		Target	Actual	Target	Actual	Target	Actual	2
					1/4	2/4	3/4	4/4			
Social Development	Number of meetings of the Youth Forum	0	4		Target	Actual	Target	Actual	Target	Actual	2
					1/4	2/4	3/4	4/4			
Social Development	Number of meetings of the Vulnerable Groups Forum	0	4		Target	Actual	Target	Actual	Target	Actual	2
					1/4	2/4	3/4	4/4			
<b>Total Weight: KPA Good Governance and Public Participation</b>										<b>100</b>	

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KPA INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION														
SDO5: Directorate Corporate Services														
Corporate Services														
Administration														
Administrative Support														
HUMAN RESOURCE MANAGEMENT: To render human resources management and support services to the municipality that will sustain the optimal utilization of the municipality's human capital.														
Focus Area	Key Performance Indicator	Baseline	Annual Target	Revised Target	2021/2022: Quarterly Targets						Ending 30 June 2022	Vote number and budget	Weight	
					Ending September 2021	Ending 31 December 2021	Ending 31 March 2022	Ending 30 June 2022	Actual	Target				Actual
Organogram	Vacancy rate for approved budgeted posts	2.7%	2.7%		2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	25	
	% Staff costs compared to operational budget	35%	35%		35%	35%	35%	35%	35%	35%	35%	35%	50	
Employment Equity	Number of people from employment equity target groups employed in the three highest levels of management in accordance with the approved Employment Equity Plan by the end of June	2AM 2AF	None										25	
<b>Total Weight: KPA Institutional Development and Transformation</b>											<b>100</b>			

FINANCIAL VIABILITY AND MANAGEMENT												
SOD6: Directorate Finance												
Finance												
Supply Chain Management												
Supply Chain Management												
SOD:6.5 SUPPLY CHAIN MANAGEMENT (SCM): To manage supply chain management service to ensure proper systems, policies and procedures and control for demand, acquisition, logistics, assets and disposal management												
Focus Area	Key Performance Indicator	Baseline	Annual Target	Revised Target	2021/2022: Quarterly Targets				Ending 30 June 2022		Vote number and budget	Weight
					Ending 30 September 2021	Ending 31 Dec 2021	Ending 31 March 2022	Ending 30 June 2022	Target	Actual		
Budget spending	% Capital budget expenditure	90%	95%		10/95%	45/95%	85/95%	95/95%			80	
	Number of meetings on the implementation of the procurement plan	-	6		1/6	2/6	4/6	6/6			20	
<b>Total Weight: KPS Financial Viability and Management</b>												<b>100</b>

LOCAL ECONOMIC DEVELOPMENT												
SOD3: LED Office of the Municipal Manager												
Planning, Development and Tourism												
LED and Tourism												
Local Economic Development												
SOD:3.2 DEVELOPMENT (LED) AND TOURISM: To plan and develop a coherent and integrated framework for local economic development and tourism												
Focus Area	Key Performance Indicator	Baseline	Annual Target	Revised Target	2021/2022: Quarterly Targets				Ending 30 June 2022		Vote number and budget	Weight
					Ending 30 September 2021	Ending 31 December 2021	Ending 31 March 2022	Ending 30 June 2022	Target	Actual		
Local Economic Development	Number of LED Forum Meetings Held	4	4		1/4	2/4	3/4	4/4				
	% Budget expenditure for LED programs and projects	90%	90%		10/90%	45/90%	80/90%	90/90%				
	Number of jobs created through PPP	-	20		-	10/20	20/20					
	Number of LED training opportunities provided to	4	4		1/4	2/4	3/4	4/4				

	SMME's and entrepreneurs																			
<b>Total Weight: KPA Local Economic Development</b>																				
<b>100</b>																				



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## 6. MMFMA CIRCULAR 88 REPORTING

In terms of the provisions of 4.5 of the Performance Agreement of the Employee, the Employee undertakes to provide the following operational statistical information at the same agreed to reporting timelines for the provision of performance information.

As per the provisions of the Performance Agreement shall the performance of the Employee not be measured on these matters.

### 6.1 OUTPUT INDICATORS FOR QUARTERLY REPORTING

Reference	Performance Indicator	Reference	Data Element	2020/21 Baseline
GG2.11	Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor)	GG2.11(1)	(1) Total number of ward committees with 6 or more members	
		GG2.11(2)	(2) Total number of wards	
GG2.12	Percentage of wards that have held at least once councillor-convened community meeting	GG2.12(1)	(1) Total number of councillor convened ward community meetings	
		GG2.12(2)	(2) Total number of wards	

### 6.2 QUARTERLY COMPLIANCE REPORTING INDICATORS

Reference	Performance Indicator	2020/21 Baseline
C1.	Number of signed performance agreements by the MM and section 56 managers	
C4.	Number of MPAC meetings held	
C11.	Number of litigation cases instituted by the municipality	
C12.	Number of litigation cases instituted against the municipality	
C13.	Number of forensic investigations instituted	
C14.	Number of forensic investigations conducted	
C76.	Number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders	

### 6.3 COMPLIANCE QUESTIONS

Reference	Question	2020/21 Baseline
Q1.	Does the municipality have an approved Performance Management Framework?	YES
Q2.	Has the IDP been adopted by Council by the target date?	YES
Q3.	Does the municipality have an approved LED Strategy?	YES - BEING UPDATED
Q4.	What are the main causes of work stoppage in the past quarter by type of stoppage?	STRIKE
Q5.	How many public meetings were held in the last quarter at which the Mayor or members of the Mayoral/Executive committee provided a report back to the public?	
Q6.	When was the last scientifically representative community feedback survey undertaken in the municipality?	CURRENTLY JULY 2021
Q7.	What are the biggest causes of complaints or dissatisfaction from the community feedback survey? Indicate the top four issues in order of priority.	
Q8.	Please list the locality, date and cause of each incident of protest within the municipal area during the reporting period:	
Q9.	Does the municipality have an Internal Audit Unit?	Y
Q10.	Is there a dedicated position responsible for internal audits?	Y
Q12.	Has an Audit Committee been established? If so, is it functional?	YES - FUNCTIONAL
Q13.	Has the internal audit plan been approved by the Audit Committee?	YES
Q14.	Has an Internal Audit Charter and Audit Committee charter been approved and adopted?	YES
Q15.	Does the internal audit plan set monthly targets?	YES
Q16.	How many monthly targets in the internal audit plan were not achieved?	
Q17.	Does the Municipality have a dedicated SMME support unit or facility in place either directly or in partnership with a relevant roleplayer?	
Q18.	What economic incentive policies adopted by Council does the municipality have by date of adoption?	
Q22	Please list the name of the structure and date of every meeting of an official IGR structure that the municipality participated in this quarter:	
Q23.	Where is the organisational responsibility for the IGR support function located within the municipality (inclusive of the reporting line)?	
Q24.	Is the MPAC functional? List the reasons why if the answer is not 'Yes'.	Y
Q25.	Has a report by the Executive Committee on all decisions it has taken been submitted to Council this financial year?	

**6.4 OUTCOME INDICATORS FOR ANNUAL MONITORING**

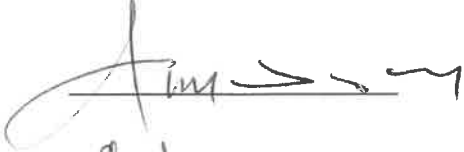

Reference	Performance Indicator	Reference	Data Element	Q1	Q2	Q3	Q4	2021/22 Cumulative actual as baseline for 2022/23
GG2.1	Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)	GG2.1(1)	(1) Functional ward committees					
		GG2.1(2)	(2) Total number of wards					

Thus, done and signed on this 30<sup>th</sup> day of JULY 2021 in the presence of the undersigned witnesses

  
 \_\_\_\_\_  
**EMPLOYEE**

  
 \_\_\_\_\_  
**EXECUTIVE MAYOR**

**WITNESSES:**

  
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