



who prepare more detailed implementation plans in the form of the SDBIP and Performance Plan which also informs their Performance Agreements.

Step three is concerned with the preparation of the SDBIP which is discussed in detail in section 7.2. Step four deals with the Preparation of S57 Managers' Performance Agreements, Annual Performance Plans & Personal Development Plans which involved three tasks which are:

- Step 1: Preparation of the Municipal Manager and Managers accountable to the Municipal Managers' Performance Agreements
- Step 2: Preparation of the Municipal Manager, Managers accountable to the Municipal Managers' Annual Performance Plans
- Step 3: Preparation of the Municipal Manager and Managers accountable to the Municipal Managers' Personal Development Plans

The fourth and last step is the compilation of Portfolio of Evidence which is concerned with the verification of all the information supplied. The time frames and summary of the tasks involved in the implementation of OPMS in the Ugu District Municipality is illustrated in Figure 7.1.1.

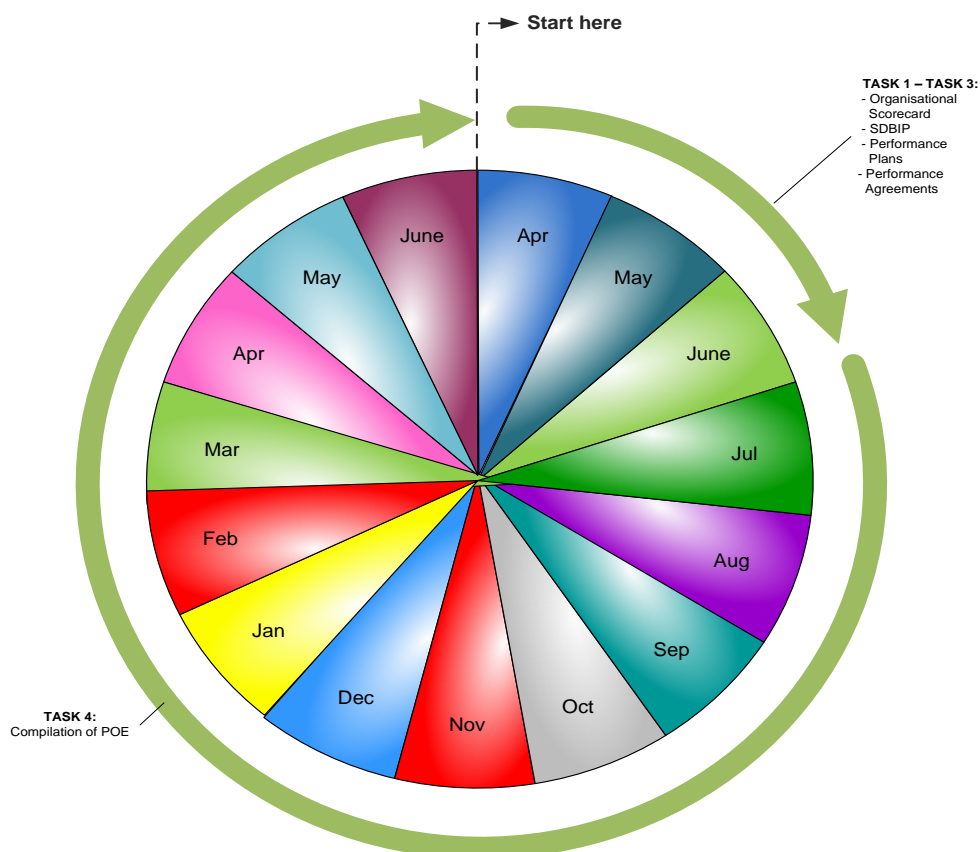


Figure 7.1.1: Ugu DM PMS Implementation Flowchart
Source: Ugu DM PMS, 2015

The reporting process commences from a departmental level from where it flows to the strategic level, political level and on to the community, the users of the services. The process followed is illustrated



in Figure 7.1.2., the entire process is driven by the PMS unit in the Office of the Municipal Manager and coordinated in co-operation with the PMS Champions in each Department.

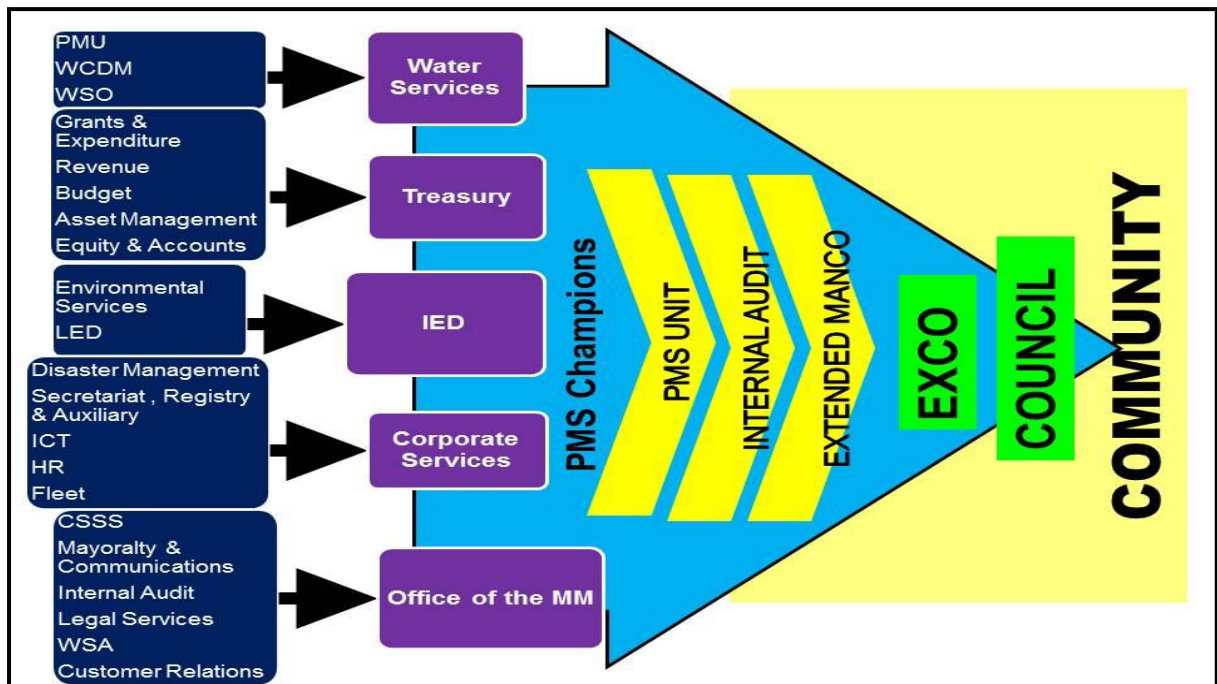


Figure 7.1.2: Ugu DM PMS Reporting Flowchart

Source: Ugu DM PMS, 2015

7.1.1 Departmental Level

The reporting initiated at the section / unit level and flows all the way to the organisational level as illustrated in Figure 7.1.2., above. Each month of the financial year a sectional meeting is held in all the departments where the supervisors / officers' report to their respective Managers who then submit a consolidated section report to their respective General Managers of departments. The Managers submit their reports and give monthly progress on the implementation of their set objectives on their performance contracts at departmental meetings which are also held on a monthly basis. The General Managers then consolidate the sections' reports into the Departmental Report. At this point, the General Managers work with the PMS champions at their department to coordinate the compilation of portfolio of evidence files.

The General Managers submit reports, which include recommendations, to the relevant portfolio committees on a monthly basis. On a quarterly basis the General Manager consolidates the monthly reports into a quarterly report and together with the PMS champions compiles the POE file and submits to the PMS unit by the 05th of the first month after the end of each quarter.

7.1.2 Strategic / Organisational Level

The PMS unit on receipt of departments' quarterly performance reports scrutinizes the reports and consolidates them into the organizational performance report accompanied by the POE files. The PMS unit then sends the reports together with the POE files to the internal audit unit for auditing no later than the 10th of the first month after the end of each quarter. Once the PMS receives feedback



from the internal audit unit it channels the comments to the right departments through the PMS Champion and once there is an agreement between the departments and the PMS unit regarding the report, it is then sent to the Accounting Officer for interrogation and scrutiny. The Accounting Officer uses the MANCO and Extended MANCO for this purpose which doubles up as a pre quarterly review session. Once the reports and POEs are audited vigorously, MANCO interrogates the quarterly organisational performance report. In the process members of the MANCO concentrate on monitoring progress towards the achievement of performance targets and KPIs. After this is done recommendations are formulated which are aimed at taking corrective action if necessary. Before the 30th of every month after the end of each quarter, the quarterly review session is then held which includes the Extended MANCO, the PMS champions and the EXCO. As can be seen in Figure 7.1.2., the PMS champions play a critical role in linking the PMS unit and the department.

7.1.3 Political Level

In the quarterly performance review sessions the quarterly performance reports are evaluated critically by the EXCO members. This evaluation is aimed at determining to what extent the performance targets and KPIs are positively impacting on the development objectives. Recommendations are then formulated around corrective actions in this regard if necessary. The quarterly municipal performance report, together with recommendations, is then forwarded to the council.

7.2 Service Delivery and Budget Implementation Plan (SDBIP)

The SDBIP facilitates the process of holding management accountable for their performance. It provides the basis for measuring performance in the delivery of services.

7.2.1 Legislative Mandates

The SDBIP is essentially the management and implementation tool which sets in-year information, such as quarterly service delivery targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used (MFMA Circular 13).

The SDBIP therefore serves as a “contract” between the administration, Council and community expressing the goals and objectives set by the Council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end of year targets and implementing the budget.

The SDBIP is a layered plan, with the top layer dealing with consolidated service delivery targets and linking these targets to management. The next layer will detail each output and activities for each output that are linked to middle and junior management. Much of this detail will be included in Performance Plans. The top layer cannot be revised without Council’s approval of an adjustments budget, however, the lower level can be continually revised.



The SDBIP is an implementation plan approved by the Mayor and not Council, after Council has approved the budget. The Ugu District used the five (5) components as proposed by National Treasury for the SDBIP, which are:

- Ward Information.
- Monthly projections of revenue to be collected by source.
- Quarterly projections of service delivery targets and performance indicators for each Vote.
- Monthly projections of operating and capital expenditure and revenue for each Vote.
- Detailed capital works plan broken down by Ward over three (3) years.

7.3 Monitoring Performance

In terms of monitoring performance the PMS engages in three main tasks which are:

- Measuring Performance;
- Compilation of Quarterly Performance Reports at a Departmental level;
- Compilation of Consolidated Quarterly, Half-Yearly and Annual Performance Reports at a Municipal level

Municipal Managers and Managers accountable to the Municipal Manager are responsible for Quarterly Performance Reports at a Departmental level. These reports are submitted to officials responsible for Organisational Performance Management Systems and Individual Performance Management Systems. The individual's performance is monitored throughout the financial year. The Departmental Performance Reports will be consolidated to represent the Municipal Performance Reports and monitoring will be performed against the targets set in the Organisational Scorecard.

In compiling the Municipal Performance Report, the departmental management and the Municipal MANCO team should evaluate the effectiveness of current programmes and strategies for delivery in order to determine whether they are on track for delivering the desired outcomes.

Key characteristics include:

- Keeps track, oversight, analyses and documents progress.
- Focuses on inputs, activities, outputs, implementation processes, continued relevance, likely results at outcome level.
- Answers what activities were implemented and results achieved.
- Alerts managers to problems and provides options for corrective actions.
- Self-assessment by programme Managers, Supervisors, community stakeholders, and donors.

7.4 Performance Evaluation

Performance evaluation involves three main tasks which are:

- Define Evaluation Objectives
- Review Information Collected during Monitoring
- Document Findings and Formulate Recommendations



Evaluation is a periodic, in-depth analysis of programme performance. It relies on data generated through monitoring activities as well as information obtained from other sources (e.g., studies, research, in-depth interviews, focus group discussions, surveys etc.). Evaluations are often (but not always) conducted with the assistance of external evaluators.

Section 47 of the Municipal Systems Act requires the MEC responsible for Local Government to submit an Annual Report on the performance of municipalities in the province to the Provincial Legislature, the Minister responsible for Local Government and the National Council for Provinces. In order to comply with this requirement, all municipalities are required to submit Annual Performance Reports to the MEC.

Key characteristics include:

- A Periodic assessment at important milestones such as the Half-Yearly and Annual Performance Reports or a Five Year Review.
- In-depth analysis compares planned to actual achievements.
- Focuses on outputs in relation to inputs, results in relation to cost, processes used to achieve results, overall relevance, impact, and sustainability.
- Answers why and how results were achieved. Contributes to building theories and models for change.
- Provides Managers with strategy and policy options.
- Internal and/or external analysis by programme Managers, Supervisors, community stakeholders, donors, and/or external evaluators.



CHAPTER 8: ANNEXURES

This section gives an outline on the status of all applicable Sector Plans. The summary of Sector Plans that are applicable to Ugu District Municipality are outlined in Table 8.1.

Table 8.1: Ugu District Status Quo of Sector Plans

Source: Ugu DM, 2015

No.	Sector Plan	Completed ? (Y/N)	Adopted (Y/N)	Adoption Date	Date of Next Review
1	IDP Process Plan/ IDP Framework Plan	Yes	Yes	August 2014	August 2015
2	Public Participation Report	Yes	Yes	June 2015	June 2016
3	Spatial Development Framework	Yes	Yes	June 2012	June 2016
4	Organizational Performance Management Plan	Yes	Yes	July 2014	July 2015
5	Service Delivery and Budget Implementation Plan	Yes	N/A	June 2015	June 2016
6	Local Economic Development Plan	Yes	Yes	June 2007	June 2016
7	Disaster Management Plan	Yes	Yes	2015	2016
8	Water Services Development Plan	Yes	No	2015	2016
9	District Growth and Development Strategy	Yes	No	May 2013	June 2016
10	Environmental Management Framework	No	N/A	Draft in place to be adopted in 2015 /2016	
11	Integrated Waste Management Plan	Yes	Yes	October 2012	October 2017
12	Capital Investment Plan	No	No	Draft in place	June 2016
13	Water Services and Sanitation Master Plan	Yes	Yes	June 2006	June 2016
14	Public Transport Plan (PTP) / Integrated Transport Plan (ITP)	Yes	Yes	June 2006	June 2017
15	Air Quality Management Plan	Yes	Yes	Sept 2013	Sept 2018
16	Land Use Management Framework (LUMF)	Yes	Yes	June 2012	June 2016
17	Coastal Zone Management Plan (CZMP)	Yes	Yes	2002	2016
18	Energy Master Plan (Electricity Master Plan)	No	No	N/A	N/A
19	Agricultural Plan	Yes	Yes	June 2007	June 2016
20	Five Year Financial Management Plan	Yes	Yes	May 2014	May 2016
21	Human Resource Development Strategy	Yes	Yes	December 2014	December 2015