

UGU DISTRICT MUNICIPALITY

PERFORMANCE AGREEMENT

Entered into by and between:

**UGU DISTRICT MUNICIPALITY
AS REPRESENTED BY THE MAYOR
CLLR N H GUMEDE**

AND

**THE EMPLOYEE OF THE MUNICIPALITY
MR DD NAIDOO
(MUNICIPAL MANAGER)**

**FOR THE
FINANCIAL YEAR: 01 JULY 2015 - 30 JUNE 2016**

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN

UGU District Municipality herein represented by **Cllr N H Gumede** in her capacity as the **Mayor** (hereinafter referred to as the **Employer**)

And

Mr DD Naidoo, the **Municipal Manager** of the UGU District Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance Agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

- 2.1 Comply with the provisions of Section 57(1)(b),(4A) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to his/her job;

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- 2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3. DELIVERY

- 3.1 This Agreement will commence on 01 July 2015 and will remain in force until 30 June 2016 where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out –
 - 4.1.1 The performance objectives and targets that must be met by the Employee; and
 - 4.1.2 The time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall

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include key objectives; key performance indicators; target dates and weightings.

- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. 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.
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult with the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.
- 5.4 The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
 - 5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Competency Framework Structure (CFS) respectively.
 - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 5.5.3 KPA's covering the main areas of work will account for 80% and CFS's will account for 20% of the final assessment.



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- 5.6 The Employee's assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

No	Key Performance Area	Weight
1	Municipal Financial Viability and Management	16
2	Municipal Institutional Development and Transformation	18
3	Local Economic Development	7
4	Basic service delivery	16
5	Good Governance and Public Participation	35
6	Cross-cutting Interventions	8
Total		100%

- 5.7 The CFS's will make up the other 20% of the Employee's assessment score. CFS's that are deemed to be most critical for the Employee's specific job are reflected in the list below as agreed to between the Employer and Employee:

CCR No	Competency Framework Structure	Weight
Leadership and core Competencies		
1	Strategic Direction and leadership	10
2	People management	10
3	Programme and Project Management	10
4	Financial Management	15
5	Change Leadership	5
6	Government leadership	5
7	Moral competence	5
8	Planning and organising	5
9	Analysis And innovation	5
10	Knowledge and information management	10
11	Communication	10
12	Results and quality focus	10
Total (Cannot exceed 100%)		100%

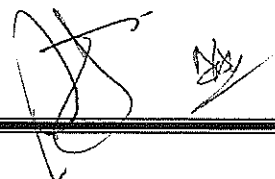
6. PERFORMANCE ASSESSMENTS

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out –

6.1.1 The standards and procedures for evaluating the Employee's performance; and

6.1.2 The intervals for the evaluation of the Employee's performance.

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6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP).

6.5 The annual performance appraisal will involve:

6.5.1 Assessment of the achievement of results as outlined in the performance plan:

6.5.1.1 Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

6.5.1.2 An indicative rating on the five-point scale should be provided for each KPA.

6.5.1.3 The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CFS's

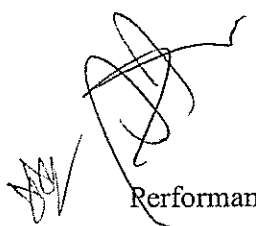
6.5.2.1. Each CFS should be assessed according to the extent to which the specified standards have been met.

6.5.2.2. An indicative rating on the five-point scale should be provided for each CFS.

6.5.2.3. The applicable assessment rating calculator (refer to paragraph 7.5.1) must then be used to add the score and calculate a final CFS score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.



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- 6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CFS's:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods					
4	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses					
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses					
2	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention					
1	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention					

- 6.7 For purposes of evaluating the performance of the Employee, an evaluation panel constituted of the following persons will be established –

6.7.1 Mayor;

6.7.2 Chairperson of the Audit Committee in the absence of a performance audit committee;

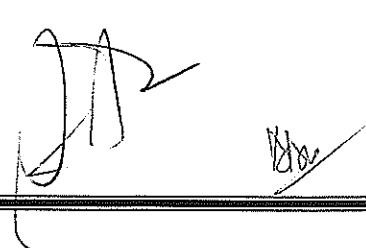
6.7.3 Member of the Executive committee or in respect of a plenary type municipality, another member of council; and

6.7.4 Municipal manager from another Municipality.

7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 The performance of each Employee in relation to his/her performance agreement shall be reviewed on the following dates with the understanding reviews in the first and third quarter may be verbal if performance is satisfactory:

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First quarter	:	July – September 2015
Second quarter	:	October-December 2015
Third quarter	:	January-March 2016
Fourth quarter	:	April-June 2016

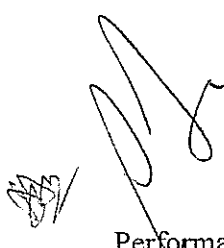
- 7.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Pro Forma Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B. Such Plan may be implemented and/or amended as the case may be after the each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall-
- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 Provide access to skills development and capacity building opportunities;
- 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him/her to meet the performance objectives and targets established in terms of this Agreement; and



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- 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him/her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others-

10.1.1 A direct effect on the performance of any of the Employee's functions;

10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

10.1.3 A substantial financial effect on the Employer.

- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 11.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

- 11.2 A performance bonus may be paid to the Employee in recognition of outstanding performance. Such bonus will be determined in terms of this agreement.

- 11.3 In the case of unacceptable performance, the Employer shall –

11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

11.3.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

Performance Bonus criteria

The regulations provide that a performance bonus between 5% and 14% of the inclusive annual remuneration package may be paid to the employee after the end of the financial year and only after an evaluation of performance and approval of such evaluation by the Municipal Council, as a reward for excellent performance. In determining the bonus

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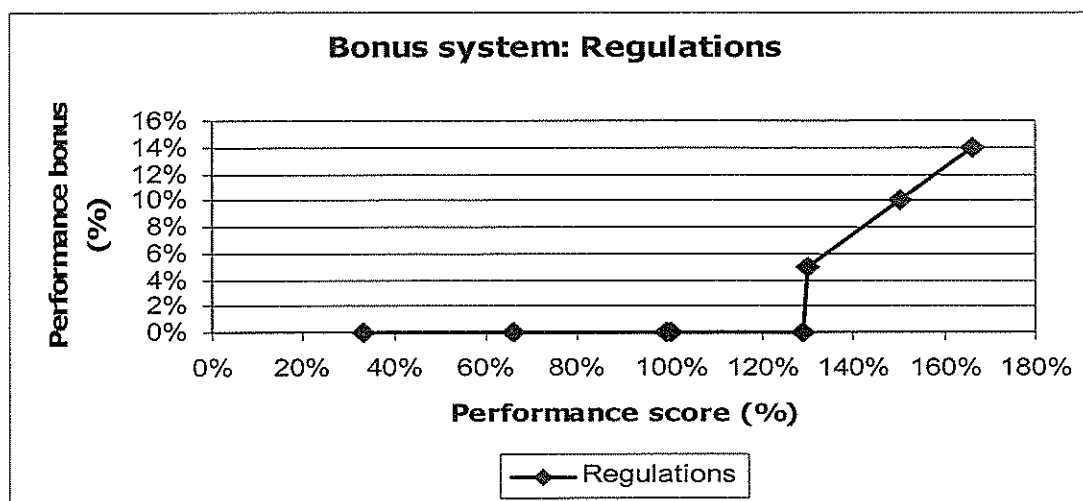


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payment, the regulations specify that the relevant percentage depends on the overall rating, calculated by using the applicable assessment rating calculator:

1. A score of 130% - 149% is awarded a performance bonus ranging between 5%-9%.
2. A score of 150% and above is awarded a performance bonus ranging 10% - 14%.

The Performance Bonus shall be paid subject to attainment of the following Audit Opinions in the following years (1) 2015 – unqualified, (2) 2016 – clean audit.



12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by –

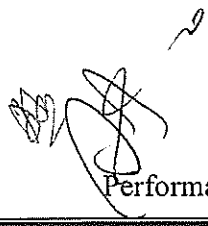
In the case of municipal manager, the MEC for local government in the province within (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC; and

Whose decision shall be final and binding to both parties.

- 12.2 Any dispute about the employees performance evaluation, must be mediated by-

In the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC; and

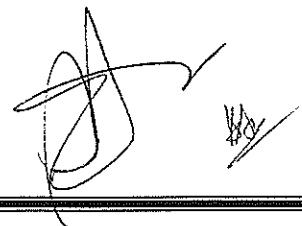
Whose decision shall be final and binding to both parties


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13. GENERAL


- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

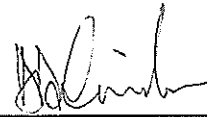
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Thus done and signed at Port Shepstone on this the 3rd day
July of 2015

AS WITNESSES:

1.  anbo





EMPLOYEE
MUNICIPAL MANAGER

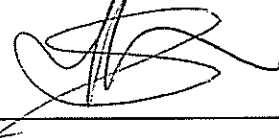
2. 

Thus done and signed at Port Shepstone on this the 3rd day of
July 2015

AS WITNESSES:

1.  anbo


MAYOR

2. 

Annexure B



PERSONAL DEVELOPMENT PLAN (PDP)

Entered into by and between

CLLR N H GUMEDE

["the Employer"]

and

MR DD NAIDOO

["the Employee"]

Personal Development Plan

1.1.1 UGU District Municipality is committed to –

- (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
- (b) managing training and development within the ambit of relevant national policies and legislation.

1.1.2 The municipality shall follow an integrated approach to Human Resource Management, that is:

- (a) Human resource development forms an integral part of human resource planning and management.
- (b) In order for training and development strategy and plans to be successful it shall be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals and career pathing.
- (c) To ensure the necessary linkage with performance management, the Performance Management and Development System provides for the Personal Development Plans of employees to be included in their annual performance agreements. Such approach will also ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs can be identified through performance management and appraisal.
- (d) Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development they can acquire the necessary competencies to prepare them for future positions. A comprehensive competency framework and profile for Municipal Managers are attached and these shall be linked to relevant registered unit standards to specifically assist them in compiling Personal Development Plans in consultation with their managers.
- (e) Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority.

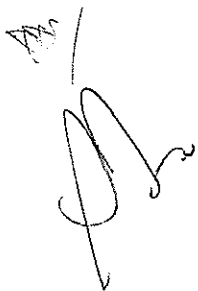
1.1.3 The aim of the compilation of Personal Development Plans is to identify, prioritise and implement training needs.

1.1.4 Compiling the Personal Development Plan attached as Appendix.

- (a) Competency assessment instruments, which are dealt with more specifically in Appendix 1 and 2, shall be established to assist with the objective assessment of employees' actual competencies against their job specific competency profiles and managerial competencies at a given period in time with the purpose of identifying training needs or skills gaps.
- (b) The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with his / her employee, to compile a Personal Development Plan. The identified training needs shall be entered into column 1 of Appendix 1, entitled Skills / Performance Gap. The following shall be carefully determined during such a process:
 - (i) Organisational needs, which include the following:
 - o Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.

- o The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description shall be compared to the current competency profile of the employee to determine the individual's competency gaps.
 - o Specific competency gaps as identified during the probation period and performance appraisal of the employee.
- (ii) Individual training needs that are job / career related.
- (c) Next, the prioritisation of the training needs shall be listed since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs shall be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.
- (d) Consideration must then be given to the expected outcomes, to be listed in column 2 of Appendix 1, so that once the intervention is completed the impact it had can be measured against relevant output indicators.
- (d) An appropriate intervention shall be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These shall be listed in column 3 of Appendix 1, entitled: Suggested training and / or development activity in line with the National Qualifications Framework, which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed and registered with the South African Qualifications Authority that are in line with the skills gap and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency.
- (e) Guidelines regarding the number of training days per employee and the nominations of employees: An employee shall on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (f) Column 4 of Appendix 1: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity shall impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- (g) The suggested time frames (column 5 of Appendix 1) enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (h) Work opportunity created to practice skill / development areas, in column 6 of Appendix 1, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

- (i) The final column, column 7 of Appendix 1, provides the employee with a support person that could act as coach or mentor with regard to the area of learning.

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Personal Development Plan of: **MR DD Naidoo**

Appendix A

Compiled on (Date): **01 July 2015**

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
Financial Management	Attainment of MFMA competency September 2015	MFMA Training	Lectures POE	3 Months	Oversight of Financial Management	Chief Financial Officer
Contract Management	Workshop training Modules	P.M.U. Unit	Short Courses	12 months	P.M.U.	GMWS
Public Participation	Sustainable Programmes	Workshops / Meetings	Short Courses	12 Months	Public Participation Unit	Public Participation Staff

Municipal Manager: _____

Mayor's: _____

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- 2.6 The competency framework is underscored by four (4) achievement levels that act as benchmark and minimum requirements for other human capital interventions, which are, recruitment and selection, learning and development, succession planning, and promotion.

3. Competency Framework Structure

The competencies that appear in the competency framework are detailed below.

LEADING COMPETENCIES	
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness
People Management	<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management
Program and Project Management	<ul style="list-style-type: none"> • Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Cooperative Governance
CORE COMPETENCIES	
Moral Competence	
Planning and Organising	
Analysis and Innovation	
Knowledge and Information Management	
Communication	
Results and Quality Focus	

4. Minimum Requirements

The minimum requirements that accompany the competency framework, but do not govern the selected competencies, as set out in annexure B to these regulations, refer to the level of higher education qualification, work experience and knowledge that are needed to operate effectively in the local government environment.

5. Competency Descriptions

Cluster	Leading Competencies		
Competency Name	Strategic Direction and Leadership		
Competency Definition	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate• Describe how specific tasks link to institutional strategies but has limited influence in directing strategy• Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole• Demonstrate a basic understanding of key decision-makers	<ul style="list-style-type: none">• Give direction to a team in realising the institution's strategic mandate and set objectives• Has a positive impact and influence on the morale, engagement and participation of team members• Develop actions plans to execute and guide strategy implementation• Assist in defining performance measures to monitor the progress and effectiveness of the institution• Displays an awareness of institutional structures and political factors• Effectively communicate barriers to execution to relevant parties• Provide guidance to all stakeholders in the achievement of the strategic mandate• Understand the aim and objectives of the institution and relate it to own work	<ul style="list-style-type: none">• Evaluate all activities to determine value and alignment to strategic intent• Display in-depth knowledge and understanding of strategic planning• Align strategy and goals across all functional areas• Actively define performance measures to monitor the progress and effectiveness of the institution• Consistently challenge strategic plans to ensure relevance• Understand institutional structures and political factors, and the consequences of actions• Empower others to follow strategic direction and deal with complex situations• Guide the institution through complex and ambiguous concern• Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	<ul style="list-style-type: none">• Structure and position the institution to local government priorities• Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework• Hold self accountable for strategy execution and results• Provide impact and influence through building and maintaining strategic relationships• Create an environment that facilitates loyalty and innovation Display a superior level of self-discipline and integrity in actions• Integrate various systems into a collective whole to optimise institutional performance management• Uses understanding of competing interests to manoeuvre successfully to a win/win outcome

Cluster	Leading Competencies		
Competency Name	People Management		
Competency Definition	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Participate in team goal-setting and problem solving• Interact and collaborate with people of diverse backgrounds• Aware of guidelines for employee development, but requires support in implementing development initiatives	<ul style="list-style-type: none">• Seek opportunities to increase team contribution and responsibility• Respect and support the diverse nature of others and be aware of the benefits of a diverse approach• Effectively delegate tasks and empower others to increase contribution and execute functions optimally• Apply relevant employee legislation fairly and consistently• Facilitate team goal-setting and problem-solving• Effectively identify capacity requirements to fulfill the strategic mandate	<ul style="list-style-type: none">• Identify ineffective team and work processes and recommend remedial interventions• Recognise and reward effective and desired behaviour• Provide mentoring and guidance to others in order to increase personal effectiveness• Identify development and learning needs within the team• Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism• Inspire a culture of performance excellence by giving positive and constructive feedback to the team• Achieve agreement or consensus in adversarial environments• Lead and unite diverse teams across divisions to achieve institutional objectives	<ul style="list-style-type: none">• Develop and incorporate best practice people management processes, approaches and tools across the institution• Foster a culture of discipline, responsibility and accountability• Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution• Develop comprehensive integrated strategies and approaches to human capital development and management• Actively identify trends and predict capacity requirements to facilitate unified transition and performance management

Cluster	Leading Competencies			
Competency Name	Program and Project Management			
Competency Definition	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">• Initiate projects after approval from higher authorities• Understand procedures of program and project management methodology, implications and stakeholder involvement• Understand the rational of projects in relation to the institution's strategic objectives• Document and communicate factors and risk associated with own work• Use results and approaches of successful project implementation as guide	<ul style="list-style-type: none">• Establish broad stakeholder involvement and communicate the project status and key milestones• Define the roles and responsibilities of the project team and create clarity around expectations• Find a balance between project deadline and the quality of deliverables• Identify appropriate project resources to facilitate the effective completion of the deliverables• Comply with statutory requirements and apply policies in a consistent manner• Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation	<ul style="list-style-type: none">• Manage multiple programs and balance priorities and conflicts according to institutional goals• Apply effective risk management strategies through impact assessment and resource requirements• Modify project scope and budget when required without compromising the quality and objectives of the project• Involve top-level authorities and relevant stakeholders in seeking project buy-in• Identify and apply contemporary project management methodology• Influence and motivate project team to deliver exceptional results• Monitor policy implementation and apply procedures to manage risks	<ul style="list-style-type: none">• Understand and conceptualise the long-term implications of desired project outcomes• Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives• Consider and initiate projects that focus on achievement of the long-term objectives• Influence people in positions of authority to implement outcomes of projects• Lead and direct translation of policy into workable actions plans• Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed	

Cluster	Leading Competencies		
Competency Name	Financial Management		
Competency Definition	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Understand basic financial concepts and methods as they relate to institutional processes and activities• Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems• Understand the importance of financial accountability• Understand the importance of asset control	<ul style="list-style-type: none">• Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate• Assess, identify and manage financial risks• Assume a cost-saving approach to financial management• Prepare financial reports based on specified formats• Consider and understand the financial implications of decisions and suggestions• Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated• Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	<ul style="list-style-type: none">• Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility• Prepare budgets that are aligned to the strategic objectives of the institution• Address complex budgeting and financial management concerns• Put systems and processes in place to enhance the quality and integrity of financial management practices• Advise on policies and procedures regarding asset control• Promote National Treasury's regulatory framework for Financial Management	<ul style="list-style-type: none">• Develop planning tools to assist in evaluating and monitoring future expenditure trends• Set budget frameworks for the institution• Set strategic direction for the institution on expenditure and other financial processes• Build and nurture partnerships to improve financial management and achieve financial savings• Actively identify and implement new methods to improve asset control• Display professionalism in dealing with financial data and processes

Cluster	Leading Competencies			
Competency Name	Change Leadership			
Competency Definition	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">• Display an awareness of change interventions, and the benefits of transformation initiatives• Able to identify basic needs for change• Identify gaps between the current and desired state• Identify potential risk and challenges to transformation, including resistance to change factors• Participate in change programs and piloting change interventions• Understand the impact of change interventions on the institution within the broader scope of Local Government.	<ul style="list-style-type: none">• Perform an analysis of the change impact on the social, political and economic environment• Maintain calm and focus during change• Able to assist team members during change and keep them focused on the deliverables• Volunteer to lead change efforts outside of own work team• Able to gain buy-in and approval for change from relevant stakeholders• Identify change readiness levels and assist in resolving resistance to change factors• Design change interventions that are aligned with the institution's strategic objectives and goals	<ul style="list-style-type: none">• Actively monitor change impact and results and convey progress to relevant stakeholders• Secure buy-in and sponsorship for change initiatives• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change• Take the lead in impactful change programs• Benchmark change interventions against best change practices• Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation• Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation	<ul style="list-style-type: none">• Sponsor change agents and create a network of change leaders who support the interventions• Actively adapt current structures and processes to incorporate the change interventions• Mentor and guide team members on the effects of change, resistance factors and how to integrate change• Motivate and inspire others around change initiatives	

Cluster	Leading Competencies			
Competency Name	Governance Leadership			
Competency Definition	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders• Provide input into policy formulation	<ul style="list-style-type: none">• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution• Actively drive policy formulation within the institution to ensure the achievement of objectives	<ul style="list-style-type: none">• Able to link risk initiatives into key institutional objectives and drivers• Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles• Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives• Demonstrate a thorough understanding of risk retention plans• Identify and implement comprehensive risk management systems and processes• Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement	<ul style="list-style-type: none">• Demonstrate a high level of commitment in complying with governance requirements• Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework• Able to advise Local Government on risk management strategies, best practice interventions and compliance management• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of Local government• Able to shape, direct and drive the formulation of policies on a macro level	


Cluster	Core Competencies		
Competency Name	Moral Competence		
Competency Definition	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Realise the impact of acting with integrity, but requires guidance and development in implementing principlesFollow the basic rules and regulations of the institutionAble to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	<ul style="list-style-type: none">Conduct self in alignment with the values of Local Government and the institutionAble to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliverActively report fraudulent activity and corruption within local governmentUnderstand and honour the confidential nature of matters without seeking personal gainAble to deal with situations of conflict of interest promptly and in the best interest of local government	<ul style="list-style-type: none">Identify, develop, and apply measures of self-correctionAble to gain trust and respect through aligning actions with commitmentsMake proposals and recommendations that are transparent and gain the approval of relevant stakeholdersPresent values, beliefs and ideas that are congruent with the institution's rules and regulationsTakes an active stance against corruption and dishonesty when notedActively promote the value of the institution to internal and external stakeholdersAble to work in unity with a team and not seek personal gainApply universal moral principles consistently to achieve moral decisions	<ul style="list-style-type: none">Create an environment conducive of moral practicesActively develop and implement measures to combat fraud and corruptionSet integrity standards and shared accountability measures across the institution to support the objectives of local governmentTake responsibility for own actions and decisions, even if the consequences are unfavourable

Cluster	Core Competencies		
Competency Name	Planning and Organising		
Competency Definition	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Able to follow basic plans and organise tasks around set objectives• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans• Able to follow existing plans and ensure that objectives are met• Focus on short-term objectives in developing plans and actions• Arrange information and resources required for a task, but require further structure and organisation	<ul style="list-style-type: none">• Actively and appropriately organise information and resources required for a task• Recognise the urgency and importance of tasks• Balance short and long-term plans and goals and incorporate into the team's performance objectives• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources• Measures progress and monitor performance results	<ul style="list-style-type: none">• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation• Identify in advance required stages and actions to complete tasks and projects• Schedule realistic timelines, objectives and milestones for tasks and projects• Produce clear, detailed and comprehensive plans to achieve institutional objectives• Identify possible risk factors and design and implement appropriate contingency plans• Adapt plans in light of changing circumstances• Prioritise tasks and projects according to their relevant urgency and importance	<ul style="list-style-type: none">• Focus on broad strategies and initiatives when developing plans and actions• Able to project and forecast short, medium and long term requirements of the institution and local government• Translate policy into relevant projects to facilitate the achievement of institutional objectives



Cluster	Core Competencies		
Competency Name	Analysis and Innovation		
Competency Definition	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Understand the basic operation of analysis, but lack detail and thoroughness• Able to balance independent analysis with requesting assistance from others• Recommend new ways to perform tasks within own function• Propose simple remedial interventions that marginally challenges the status quo• Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	<ul style="list-style-type: none">• Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations• Demonstrate objectivity, insight, and thoroughness when analysing problems• Able to break down complex problems into manageable parts and identify solutions• Consult internal and external stakeholders on opportunities to improve processes and service delivery• Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders• Continuously identify opportunities to enhance internal processes• Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	<ul style="list-style-type: none">• Coaches team members on analytical and innovative approaches and techniques• Engage with appropriate individuals in analysing and resolving complex problems• Identify solutions on various areas in the institution• Formulate and implement new ideas throughout the institution• Able to gain approval and buy-in for proposed interventions from relevant stakeholders• Identify trends and best practices in process and service delivery and propose institutional application• Continuously engage in research to identify client needs	<ul style="list-style-type: none">• Demonstrate complex analytical and problem solving approaches and techniques• Create an environment conducive to analytical and fact-based problem-solving• Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence• Create an environment that fosters innovative thinking and follows a learning organisation approach• Be a thought leader on innovative customer service delivery, and process optimisation• Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences

Cluster	Core Competencies		
Competency Name	Knowledge and Information Management		
Competency Definition	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Collect, categorise and track relevant information required for specific tasks and projects• Analyse and interpret information to draw conclusions• Seek new sources of information to increase the knowledge base• Regularly share information and knowledge with internal stakeholders and team members	<ul style="list-style-type: none">• Use appropriate information systems and technology to manage institutional knowledge and information sharing• Evaluate data from various sources and use information effectively to influence decisions and provide solutions• Actively create mechanisms and structures for sharing of information• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	<ul style="list-style-type: none">• Effectively predict future information and knowledge management requirements and systems• Develop standards and processes to meet future knowledge management needs• Share and promote best-practice knowledge management across various institutions• Establish accurate measures and monitoring systems for knowledge and information management• Create a culture conducive of learning and knowledge sharing• Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	<ul style="list-style-type: none">• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information• Establish partnerships across local government to facilitate knowledge management• Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach• Recognise and exploit knowledge points in interactions with internal and external stakeholders



Cluster	Core Competencies		
Competency Name	Communication		
Competency Definition	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools• Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration• Disseminate and convey information and knowledge adequately	<ul style="list-style-type: none">• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs• Adapt communication content and style to suit the audience and facilitate optimal information transfer• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders• Compile clear, focused, concise and well-structured written documents	<ul style="list-style-type: none">• Effectively communicate high-risk and sensitive matters to relevant stakeholders• Develop a well-defined communication strategy• Balance political perspectives with institutional needs when communicating viewpoints on complex issues• Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution• Able to communicate with the media with high levels of moral competence and discipline	<ul style="list-style-type: none">• Regarded as a specialist in negotiations and representing the institution• Able to inspire and motivate others through positive communication that is impactful and relevant• Creates an environment conducive to transparent and productive communication and critical and appreciative conversations• Able to coordinate negotiations at different levels within local government and externally

Cluster	Core Competencies		
Competency Name	Results and Quality Focus		
Competency Definition	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Understand quality of work but requires guidance in attending to important matters• Show a basic commitment to achieving the correct results• Produce the minimum level of results required in the role• Produce outcomes that is of a good standard• Focus on the quantity of output but requires development in incorporating the quality of work• Produce quality work in general circumstances, but fails to meet expectation when under pressure	<ul style="list-style-type: none">• Focus on high-priority actions and does not become distracted by lower-priority activities• Display firm commitment and pride in achieving the correct results• Set quality standards and design processes and tasks around achieving set standards• Produce output of high quality• Able to balance the quantity and quality of results in order to achieve objectives• Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed	<ul style="list-style-type: none">• Consistently verify own standards and outcomes to ensure quality output• Focus on the end result and avoids being distracted• Demonstrate a determined and committed approach to achieving results and quality standards• Follow task and projects through to completion• Set challenging goals and objectives to self and team and display commitment to achieving expectations• Maintain a focus on quality outputs when placed under pressure• Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	<ul style="list-style-type: none">• Coach and guide others to exceed quality standards and results• Develop challenging, client-focused goals and sets high standards for personal performance• Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required• Work with team to set ambitious and challenging team goals, communicating long- and short-term expectations• Take appropriate risks to accomplish goals• Overcome setbacks and adjust action plans to realise goals• Focus people on critical activities that yield a high impact

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PERFORMANCE PLAN

Entered into by and between

UGU DISTRICT MUNICIPALITY
AS REPRESENTED BY THE MAYOR

CLLR N H GUMEDE

AND

MR DD NAIDOO

THE EMPLOYEE OF THE MUNICIPALITY
MUNICIPAL MANAGER

PERIOD: 01 JULY 2015– 30 JUNE 2016

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 objectives of local government will inform the **Municipal Manager's** performance against set performance indicators:

- 2.1 Basic Service Delivery
- 2.2 Municipal Institutional Development and Transformation
- 2.3 Local Economic Development
- 2.4 Municipal Financial Viability and Management
- 2.5 Good Governance and Public Participation
- 2.6 Cross-cutting Interventions



3. 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:

No	Key Performance Area	Weighting	Competency Framework Structure	Weighting
1	Municipal Financial Viability and Management	16	Strategic Direction and leadership	10
2	Municipal Institutional Development and Transformation	18	People management	10
3	Local Economic Development	7	Programme and Project Management	10
4	Basic service delivery	16	Financial Management	15
5	Good Governance and Public Participation	35	Change Leadership	5
6	Cross-cutting Interventions	8	Government leadership	5
			Moral competence	5
			Planning and organising	5
			Analysis And innovation	5
			Knowledge and information management	10
			Communication	10
			Results and quality focus	10.
		100%		100%

4. KEY PERFORMANCE INDICATORS

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.


Please refer to the attached performance plan on excel spreadsheet

Signed and accepted by the Employee (Municipal Manager)

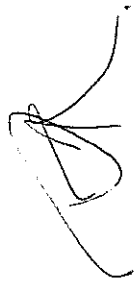



Date: 31/07/2015

Signed by the Mayor on behalf of the Municipality



Date: 31/07/2015

UGU DISTRICT MUNICIPALITY
PERFORMANCE PLAN - MR DD NAIDOO
2015/2016

2015/2016 OMM SDBIP															
PERSON RESPONSIBLE: MUNICIPAL MANAGER															
SDBIP REF.	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Weighting	Quarterly Performance Targets				Q4 POE
											Q1	Q2	Q3	Q4	
OMM-1	GGPP 1		2012/2013 - 2016/2017 Integrated Development Plan (IDP)	2015/2016 IDP, Budget PMS Review Process Plan	All wards	Adopted 2014/2015 reviewed IDP, Budget and PMS process plan	2015/2016 IDP, Budget and PMS reviewed process plan adopted	Date	8/30/2015	1	30-Aug-15	Council resolution N/A	N/A	N/A	Council Resolution
											R 0.00	R 0.00	R 0.00	R 0.00	
OMM-2				2016/2017 IDP	All wards	Adopted 2012/ 2017 5 year IDP	2015/2016 Reviewed IDP adopted by council	Date	6/30/2016	1	Confirmation of stakeholders	Manco resolution noting stakeholder database	IDP Analysis and Strategic planning reports and attendance registers	6/30/2016	Council Resolution
											R 0.00	N/A	R 0.00	R 0.00	
OMM-12	GGPP 3		Enhancement of public participation	Effective Public Participation	All wards	18 izimbizo held 2013/14	Mayoral izimbizos conducted	Number	18	1	Schedule of meetings developed	Council resolution noting the schedule of meetings	N/A	N/A	Council resolution adopting the report on community engagements and attendance registers
											R 0.00	R 0.00	R 0.00	R 0.00	
OMM-13					All wards	17	2015/2016 IDP Roadshows conducted	Number	18	1	N/A	N/A	Schedule of roadshow meetings developed	Council resolution noting the schedule of meetings	Roadshows report and Attendance registers
											R 0.00	R 0.00	R 0.00	R 300,000	
OMM-16	GGPP 3		Enhancement of public participation	Public participation workshops held and Enhanced community participation	All wards	4	Public participation workshops conducted	Number	4	1	Report and attendance registers	Report and attendance registers	Report and attendance registers	4	Report and attendance registers
											R 0.00	R 50,000.00	R 50,000.00	R 50,000.00	
OMM-18					All wards	50 ward committees functional	Functional Ward Committees	Number	63	1	Extract from minutes of meetings of the Speakers Forum and attendance registers	Extract from minutes of meetings of the Speakers Forum and attendance registers	Extract from minutes of meetings of the Speakers Forum and attendance registers	63	Extract from minutes of meetings of the Speakers Forum and attendance registers
											R 0.00	R 0.00	R 0.00	R 0.00	
OMM-19				Ward plans	All wards	30	Ward plans developed	Number	20	1	Ward Plans	Ward Plans	Ward Plans	20	Ward Plans
											R 0.00	R 0.00	R 0.00	R 0.00	
OMM-22	GGPP 5		Effective communication	Newsletters	All wards	New project	External newsletters published	Number	2	1	N/A	N/A	N/A	2	Copy of newsletters
											R 0.00	R 0.00	R 0.00	R 0.00	

UGU DISTRICT MUNICIPALITY
PERFORMANCE PLAN - MR DD NAIDOO
2015/2016

2015/2016 OMM SDBIP															PERSON RESPONSIBLE: MUNICIPAL MANAGER														
SDBIP REF.	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Weighting	Quarterly Performance Targets								Q4 POE										
											Q1	Q2	Q3	Q4	Q1 POE	Q2	Q3	Q4											
OMM-24					All wards	4	Radio Slots undertaken	Number	4	1	R 0.00	R 75,000	R 0.00	R 75,000	Confirmation letter from radio station	2	3	4	Confirmation letter from radio station			R 75,000							
											R 30,000	R 30,000	R 30,000	R 30,000															
OMM-26		G o o d			All wards	4 media briefings	Media briefings undertaken	Number	4	1					Attendance registers and extracts from newspapers	2	3	4	Attendance registers and extracts from newspapers			R 0.00							
											R 0.00	R 0.00	R 0.00	R 0.00															
OMM-32	GGPP 9	G o v e r n a n c e	Rural community Engagement	Water loss Prevention campaigns held	All wards	New project	Organised Community engagement campaigns conducted	Number	12	1	3				Report noted by MANCO and attendance register	6	9	12	Report noted by MANCO and attendance register			R 60,000							
											R 60,000																		
OMM-33	GGPP 7	e a n d	Organisational Risk reduction	Risk Register	All wards	Approved 2014/2015 risk register	2015/2016 Risk register approved	Date	9/30/2015	1	30/09/2015	N/A	N/A	N/A	Manco resolution	N/A	N/A	N/A	N/A				Manco resolution						
											R 0.00																		
OMM-34		p u b l i c		Entity risk register	All wards	Approved 2014/2015 risk register	2015/2016 Entity Risk register approved	Date	9/30/2015	2	30/09/2015	N/A	N/A	N/A	Manco resolution	N/A	N/A	N/A	N/A				Manco resolution						
											R 0.00																		
OMM-35		p a r t i c i p a t i o n		Ugu Fraud risk register	All wards	Fraud risk register approved in 2014/2015	Fraud Risk register approved by manco	Date	9/30/2015	1	30/09/2015	N/A	N/A	N/A	Manco resolution	N/A	N/A	N/A	N/A				Manco resolution						
											R 0.00																		
OMM-36		i l l i c i t		Entities fraud risk register	All wards	Entities fraud risk register approved in 2014/2015	Entities fraud risk registers approved by boards	Date	9/30/2015	1	30/09/2015	N/A	N/A	N/A	Resolutions of relevant boards	N/A	N/A	N/A	N/A				Resolutions of relevant boards						
											R 0.00																		
OMM-39		p a t t e r n		Fraud Prevention campaigns held	All wards	4 fraud awareness campaigns conducted	Fraud awareness campaigns held	Number	3	1	N/A	N/A	N/A	N/A	Attendance registers and Fraud Reduction Analysis report adopted by Manco	1	2	3	Attendance registers and Fraud Reduction Analysis report adopted by Manco				Attendance registers and Fraud Reduction Analysis report adopted by Manco						
OMM-40	GGPP 8		Internal Auditing	Audit reports	All wards	14 Reports	Audits conducted and reports submitted to Audit	Number	18	2	N/A	N/A	N/A	N/A	Minutes of Audit Committee meetings	6	12	18	Minutes of Audit Committee meetings				Minutes of Audit Committee meetings						

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2015/2016 OMM SDBIP																		
PERSON RESPONSIBLE: MUNICIPAL MANAGER																		
SDBIP REF.	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Weighting	Quarterly Performance Targets							
											Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	Q4	Q4 POE
							committee meetings				R 0.00		R 0.00		R 0.00		R 0.00	
OMM-41				3 year Strategic audit plans	All wards	1	3 year strategic audit plans approved for Ugu and fine entities	Number	3	1	3	Audit Committee approval resolution	N/A	N/A	R 0.00	N/A	N/A	N/A
											R 0.00		R 0.00		R 0.00		R 0.00	
OMM-42				Annual internal audit plan	All wards		Annual internal audit plans developed for 2014/2015	Number	3	1	3	Approval of fine Annual internal audit plans by Audit Committee	N/A	N/A	R 0.00	N/A	N/A	N/A
											R 0.00		R 0.00		R 0.00		R 0.00	
OMM-44				Adopted Fraud and risk internal audit policies	All wards	3	Internal audit policies reviewed in 2014/2015	Number	4	1	N/A	Council resolution approving policies	4	N/A	N/A	N/A	N/A	N/A
											N/A		R 0.00		R 0.00		R 0.00	
OMM-47				Management action plan implementation report	All wards		Dashboard, AG and internal audit findings resolved	Percentage	100	2	100	Report and Manco resolution	100	Report and Manco resolution	100	Report and Manco resolution	100	Report and Manco resolution
											R 0.00		R 0.00		R 0.00		R 0.00	
OMM-48	GGPP 3		Enhancement of public participation	Adopted customer satisfaction evaluation report	All wards		Customer satisfaction evaluations conducted	number	4	1	1	Report noted by MANCO and attendance register	2	Report noted by MANCO and attendance register	3	Report noted by MANCO and attendance register	4	Report noted by MANCO and attendance register
											R 25,000		R 25,000		R 25,000		R 25,000	
OMM-49	GGPP 10		Batho Pele Strategy	Reviewed Batho Pele Strategy	All wards	0	Batho Pele Strategy approved and implemented	Date	12/31/2015	1		Appointment of Service provider	Adoption of Batho Pele Strategy by Manco	Manco resolution	Implementation of flagship projects emanating from the strategy	Manco resolutions	Implementation of flagship projects emanating from the strategy	Manco resolutions
											R 0.00		R 100,000		R 0.00		R 0.00	
OMM-62				Youth development	All wards		Youth Development Programmes supported	Number	6	1	2	Attendance registers and close out Report	2	Attendance registers and close out Report	2	Attendance registers and close out report	0	Attendance registers and close out report
											R70, 000		R70,000		R70,000		R0.00	
OMM-74				4 Gender projects co-ordinated in 2014/2015	All wards		Moral Regeneration campaigns held	Number	4	1	1	attendance register and report noted by Portfolio Committee	2	attendance register and report noted by Portfolio Committee	3	attendance register and report noted by Portfolio Committee	4	attendance register and report noted by Portfolio Committee
											R 6,250		R 6,250		R 6,250		R 6,250	
OMM-87			HIV And AIDS Programmes	HIV and AIDS projects co-ordinated in 2014/2015	All wards		HIV and AIDS Awareness Campaigns conducted	Number	4	1	1	Report on awareness conducted	2	Report on awareness conducted	3	Report on awareness conducted	4	Report on awareness conducted
											R 5,000		R 5,000		R 5,000		R 5,000	

UGU DISTRICT MUNICIPALITY
PERFORMANCE PLAN - MR DD NAIDOO
2015/2016

2015/2016 OMM SDBIP																				
PERSON RESPONSIBLE: MUNICIPAL MANAGER																				
SDBIP REF.	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline/ Quo	Status	Annual KPI: Output	KPI Measure	Annual Target	Weighting	Quarterly Performance Targets								
												Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	Q4	Q4 POE	
CS 64	GGPP 17	Good Governance in compact non public	Information Communication Technology	ICT Policy reviews	N/A	1	New project	Number of policies reviewed and adopted	Number	3	1	R 0.00	N/A	Draft amended policies for: IT Governance DR & BCP IT Security	R 0.00	Amended policies for: IT Governance DR & BCP IT Security Submitted to PRC	PRC Minutes Attendance Register of PRC	Adoption of reviewed policies by Council	Council Resolution	
CS 67	GGPP 17			Computer upgrades	N/A		New project	Date by when computer upgrades are done	Date	31 March 2016	1	R 0.00	N/A	R 0.00	N/A	Computer Upgrades	Upgrade Schedule Report	R 0.00	N/A	N/A
CS 68	GGPP 17			WAN upgrade	N/A		New project	Date when the WAN upgrade is implemented	Date	31 December 2015	1	Appointment of the service provider	Letter of Award	Upgrade of the WAN	R 0.00	Monitoring of WAN	Network usage report	Monitoring of WAN	Network usage report	Network usage report
CS 69	GGPP 17			Server Infrastructure upgrade.	N/A		New project	Date when the server upgrade is completed	Date	30 June 2016	2	N/A	N/A	N/A	N/A	Consolidate all servers to Connor Street with Oiso Beach as a Disaster Recovery Site - Project Phase 1	Project Plan updated and signed off	Consolidate all servers to Connor Street with Oiso Beach as a Disaster Recovery Site - Project Phase 2	Project Plan updated and signed off	Project Plan signed off 7 & 8 Monthly server uptime report (99%)
CS 73	GGPP 17	WS-1	Provision of HH with access to water	Resolution of AG Queries	N/A		New project	% reduction of AG queries as per the 2013/14 report	Percentage	1	1	50% reduction of AG Queries	Report to ICT steering committee and Internal audit	50% reduction of AG Queries	R 0.00	Report to ICT steering committee and Internal audit	N/A	N/A	N/A	
				Households with access to water				Number of HH with access to basic water services	Number	1500	2	N/A	N/A	259	R 0.00	0	N/A	1500	Close out reports (Maphumulo, Mistake farm, Mthabashana relocation & Kwanyuswa)	
WS-2	BSD 2		Universal Access to Water	Provision of HH with access to water and sanitation	All	2005 Water and Sanitation Master Plan	Reviewed	Reviewed Water Master and Sanitation Master Plan	Number	2	2	Final inception report adopted	Water ManCo Adopted inception report	30% of project deliverables achieved	Water ManCo adopted progress report	60% of project deliverables achieved	Water ManCo adopted progress report	100% of project deliverables achieved	Council adopted Water and Sanitation Master Plan	

2015/2016 OMM SDBIP																	
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SDBIP REF.	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Weighting	Quarterly Performance Targets				Q4 POE		
											Q1	Q2	Q3	Q4			
WS-3	BSD 3		Upgrade & Repair of Aging Infrastructure	Construction of Bulk pipeline.	HCM- ward 01; 02; 03; 06; 16; 18; 21; 22; 26; 27; 28; Umuziwabani to ward 03	5	Kilometres of pipeline constructed	Number	30	2	5	10	20	30	Last Payment certificate showing the summary of work done.	Last Payment certificate showing the summary of work done.	Last Payment certificate showing the summary of work done.
											R 0.00	R 39,750,000.00	R 39,750,000.00	R 39,750,000.00			
WS-4	BSD 4			Construction of Bulk Reservoir	Mzumba Ward 02; 03; 04; 05; 06; HCM- 21; 22; 26; 27; 28	0	Reservoirs constructed	Number	2	1	Nil	Nil	Nil	2	Nil	Nil	Close out report for Mhlabasana Bulk project
											R 0.00	R 500,000.00	R 500,000.00			R500,000	
WS-5	BSD 5	Basic service Delivery		Upgrade of Water Treatment works	Ezingolweni - Ward 1, 2, 3, 4, 5 & 6; HCM - Ward 8, 10, 11, 1 & 2 & HCM- Ward 3, 6, 18 & 16.	0	Plants upgraded	Number	2	1	Nil	Nil	Nil	1	Nil	Nil	Close out report for Harding Water treatment works and Umzino WWTW
											R 0.00	R 12,000,000.00	R 12,000,000.00			R12,000,000	
WS-6	BSD 6			Upgrade of Existing Pumpstations	Umdoni Ward 8	Nil	Pumpstations upgraded	Number	1	1	Nil	Nil	Nil	1	Nil	Nil	Close out report for Penington Pumpstation project
											R 0.00	R 1,250,000.00	R 1,250,000.00			R 1,250,000.00	
WS-8	BSD 8		Provision of HH with sanitation services	Provision of sanitation facilities	HCM All wards	1000	Number of Household with access to VIP sanitation	Number	1000HH with access to VIP sanitation	2	numbering of VIP toilet	completion of VIP backlog study	Backlog study report.	200 installed	reconciliation report	1000 installed	reconciliation report
											R 0.00	R 1,550,000.00	R 1,550,000.00			R 1,550,000.00	

2015/2016 OMM SDBIP																				
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SDBIP REF.	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Weighting	Quarterly Performance Targets								Q4 POE	
											Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	Q4			
WS-9	BSD 9	Basic service Delivery	Upgrade & Repair of Aging infrastructure	Households with access to basic sanitation	Umdoni - Ward 9 & Umuzwabanu to Ward 3	181593	Number of HH with access to waterborne sanitation services	Number	1000	2	N/A	N/A	Nil	N/A	420	Malangen project close out report	1000	Malangen and Harding sanitation close out reports.		
																			R 5,438,355.00	
																				R 5,438,355.00
WS-20	BSD 19	Basic service Delivery	Upgrade & Repair of Aging infrastructure	Replacement of water meters	All	4250	Number of Meters replaced	Number	3000	1	Appointment of Service Provider	Appointment letter	1000	Extract of W&S portfolio meeting	1000	Extract of W&S portfolio meeting	1000	Extract of W&S portfolio meeting		
																			R 0.00	
																				R 0.00
WS-21	BSD 20	Basic service Delivery	Treat and provide compliant drinking water in terms of blue drop requirements	Percentage compliance of Drinking water quality in terms of SANS241:2011	All	98.6	Ugu water compliance to SANS241:2011	Percentage	99.5	1	99.5% compliance to SANS241:2011	Independent Water Quality Report	99.5% compliance to SANS241:2011	Independent Water Quality Report	99.5% compliance to SANS241:2011	Independent Water Quality Report	99.5% compliance to SANS241:2011	Independent Water Quality Report		
																			R 0.00	
																				R 0.00
WS-30	BSD 7	Municipal Financial Viability and Management	Universal Access to Water	Ensure compliance to the Adoption of 2015/2016 reviewed IDPWSDP Input report	All	Nil	WSDP reviewed and adopted	Date	2/28/2016	1	N/A	N/A	N/A	N/A	WSP to Submit IDPWSDP Input report to Manco	EXCO Approved WSA Audit Plan	N/A	N/A		
																			R 0.00	
																				R 0.00
WS-10	MFVM 1	Municipal Financial Viability and Management	Budget Management and reporting	100% expenditure to infrastructure grant funding	All	100%	% expenditure of MIG capital budget	Percentage	100%	1	25	Certificate of Expenditure from COGTA	50	125,726,500.00	190,089,750.00	253,453,000.00	100	Certificate of Expenditure		
WS-11		Municipal Financial Viability and Management			All	100%	% expenditure of MHWG capital budget	Percentage	100%	1	25	Certificate of Expenditure from UGU treasury department	50	R60,047,500	R75,071,250	100,095,000	100	Certificate of Expenditure from UGU treasury department		
WS-12					All	100%	% expenditure of RBIG capital budget	Percentage	100%	1	25	Certificate of Expenditure from UGU treasury department	50				100	Certificate of Expenditure from UGU treasury department		

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PERSON RESPONSIBLE: MUNICIPAL MANAGER

SDBIP REF.	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Weighting	Quarterly Performance Targets								Q4 POE
											Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	Q4		
											R2,208,500		R4,417,000		R6,625,500		R8,834,000		
TREA-1	MFVM 5	Financial Viability and Management	Cash Management	Liquidity Ratio	N/A	1:01	Improved Liquidity ratio	Ratio	1.5:1	1	1.5:1	S71 reports	1.5:1	S71 reports	1.5:1	S71 reports	1.5:1	S71 reports	
											R 0.00		R 0.00		R 0.00		R 0.00		
TREA-2	MFVM 1		Clean Audit	Attainment of Unqualified Report	N/A	Unqualified	Unqualified Report attained	Date	10/12/2016	2	N/A	N/A	N/A	N/A	31-Jan-15	AG Audit Report	N/A	N/A	
											R 0.00		R 0.00		R 0.00		R 0.00		
TREA-3	MFVM 8		Supply Chain management	Reduction of Irregular Expenditure	N/A	8%	Irregular expenditure as a percentage of total actual expenditure	Percentage	1.5	2	1.5	Register of irregular expenditure	1.5	Register of irregular expenditure	1.5	Register of irregular expenditure	1.5	Register of irregular expenditure	
											R 0.00		R 0.00		R 0.00		R 0.00		
TREA-9	MFVM 2		Asset Management	Updated and GRAP compliant Asset Register	N/A	1	Timely & Accurate movable Asset Verification done	Number	4	1	1	Updated Asset register and appendices	2	Updated Asset register and appendices	3	Updated Asset register and appendices	4	Updated Asset register and appendices	
											R 0.00		R 0.00		R 0.00		R 0.00		
TREA-13	MFVM 10		Revenue Management & Enhancement	Increased Revenue	N/A	85%	Increased collection of current debt ratio	Percentage	0.85	1	50%	Debt collection dashboard report	65%	Debt collection dashboard report	75%	Debt collection dashboard report	85%	Debt collection dashboard report	
											R 0.00		R 0.00		R 0.00		R 0.00		
TREA-14					N/A	Nil	Overdue debts reduced	Percentage	20	1	0%	Debtors age analysis	0%	Debtors age analysis	10%	Debtors age analysis	20%	Debtors age analysis	

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												Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	Q4	Q4 POE	Q1	Q4
TREA-19	MFYM 9 & 11	Financial Viability and Management	Budget Management and Reporting and Expenditure management	Unauthorised, Fruitless and Wasteful Expenditure			15%	Controlled Fruitless and Wasteful Expenditure as a % of Total Actual Expenditure	Percentage	0.01	1	1%	Register of wasteful expenditure	1%	Register of wasteful expenditure	1%	Register of fruitless and wasteful expenditure	1%	Register of fruitless and wasteful expenditure		
													R 0.00		R 0.00		R 0.00		R 0.00		
TREA-25	MFYM 15		Budget Management	Annual Financial Statements	N/A	2		Annual Financial Statement compiled	Number	2	1	2	Audit Committee resolution	Completion of monthly AFS	Monthly Management accounts	N/A	N/A	N/A	N/A		
													R 0.00	R 0.00			R 0.00		R 0.00		
TREA-29	MFYM 9		Budget Management and Reporting	Budget Management and Reporting	n/a			Controlled unauthorised Expenditure as a % of Total Actual Expenditure	Percentage	0.5	1	0.5	Register of unauthorised expenditure	0.5	Register of unauthorised expenditure	0.5	Register of unauthorised expenditure	0.5	Register of unauthorised expenditure		
													R 0.00	R 0.00			R 0.00		R 0.00		
TREA-31					N/A	28-May-15		2016/2017 Annual Budget adopted by Council	Date	5/3/2016	1	Development of budget process plan	Council resolution adopting the process plan	N/A	N/A	Draft 2016/2017 Budget	Council resolution noting the draft budget	Adoption of 2016/2017 budget by 2016/05/31	Council resolution		
													R 0.00	R 0.00			R 0.00				
TREA-32					N/A	28-Feb-15		Adjustment Budget adopted by Council	Date	2/28/2016	1	N/A	N/A	N/A	N/A	28-Feb-16	Council resolution	N/A	Council resolution		
													R 0.00	R 0.00			R 0.00		R 0.00		

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2015/2016 OMMA SDBIP														PERSON RESPONSIBLE: MUNICIPAL MANAGER													
SDBIP REF.	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Weighting	Quarterly Performance Targets							Q4 POE									
											Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	Q4										
IED 1	LED 1		Renewable Energy	alternative energy support initiative	N/A	New project	Informal Traders/Caterers Supported	Number	180	1	Needs Assessment & Implementation Plan	Extract of MANCO meeting Needs Assessment Report & Implementation Plan	SCM process. Purchase of items.	Order number	Distribution of items to target beneficiaries	Invoice received from service provider	N/A										
											R 0.00		R 0.00														
IED 4	LED 4		SMME Sector	SMME and Co-operative Development	All	80	SMME's Trained	Number	30	1	Inception/Concept Report & Implementation Plan	Extract of MANCO meeting Needs Assessment Report & Implementation Plan	10	Attendance Register and training report adopted by Manco and noted by portfolio committee	20	Attendance Register and training report adopted by Manco and noted by portfolio committee	30	Attendance Register and training report adopted by Manco and noted by portfolio committee									
											R 0.00		R 3,000.00				R 6,000.00										
IED 5	LED 4				All		Cooperatives Trained	number	30	1	Inception/Concept Report & Implementation Plan	Extract of MANCO meeting Needs Assessment Report & Implementation Plan	10	Attendance Register and training report adopted by Manco and noted by portfolio committee	20	Attendance Register and training report adopted by Manco and noted by portfolio committee	30	Attendance Register and training report adopted by Manco and noted by portfolio committee									
											R 0.00		R 2,000.00				R 4,000.00										
IED 13	LED 5		Agricultural Support and Development	Revitalization of non functional LED Projects	All	New project	Communal Gardens Revived	number	12	1	Inception Report.	Extract of Minutes of MANCO Meeting the Inception Report	4	Invoice and letters of acknowledgement from beneficiaries	8	Invoice and letters of acknowledgement from beneficiaries	12	Invoice and letters of acknowledgement from beneficiaries									
													R 100,000.00				R 200,000.00										
OMMA-91	LED 8		Job creation	Job opportunities	All wards	New project	Job opportunities created through EPWP programme	Number	80	2	50	Report adopted by Manco	30	Report adopted by Manco, appointment letters and attendance registers	N/A	Report adopted by Manco, appointment letters and attendance registers	N/A	Report adopted by Manco, appointment letters and attendance registers									
											R 750,000		R 250,000														
IED 21	LED 13		Development Agency Formation	Establishment of Ugu South Coast Development Agency	All	New project	Ugu Development Agency SLA signed	Date	12/31/2014	1	Strategic Session Workshop conducted by 30 Sept 2015	Attendance register	Agency Registration Process completed by 31 Dec 2015	Registration certificate	Draft SLA between Agency and Mother Body developed by 30 Mar 2015	Draft SLA	SLA signed by 30 Jun 2016	Extract of Minutes of MANCO meeting the SLA									

L O C A L E C O N O M I C D E V E L O P M E N T

UGU DISTRICT MUNICIPALITY
PERFORMANCE PLAN - MR DD NAIDOO
2015/2016

2015/2016 OMM SDBIP

2015/2016 OMM SDBIP																				
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SDBIP REF.	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline/ Quo	Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Weighting	Quarterly Performance Targets								Q4 POE
												Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	Q4		
OMM-102	CCS11	C r o s s C u l t i v e n t i o n s	Ensuring legal compliance and fulfilment of constitutional obligation Spatial Equity	Reviewed Spatial Development Framework	All wards	30-Jun-12		Reviewed Spatial Development Framework Adopted	Date	6/30/2016	1	N/A	Consultation meetings	Attendance registers and reports	N/A	attendance registers and reports	30-Jun-16	Council resolution adopting the reviewed SDF		
													R 0.00	R 0.00	R 0.00		R 0.00			
IED 30	CCI 3		Environmental Health Education	Workshops, awareness sessions and campaigns	ALL	8			Environmental Health Education/Workshops, awareness sessions and campaigns Conducted	Number	16	1	4	Reports adopted by Manco and Attendance registers	6	Reports adopted by Manco and Attendance registers	12	Reports adopted by Manco and Attendance registers	16	Reports adopted by Manco and Attendance registers
													R 4,822.75		R 9,645.50		R 14,468.25		R 19,291.00	
IED 31	CCI 3	r e v e n t i o n s	Public Health By-Laws	Public Health By-Laws & Implementation Plan adopted	N/A	Draft		Public Health By-Laws & Implementation Plan adopted	Date	3/30/2015	1	Public Participation meetings conducted by attendance registers 30 Sept 2015	Minutes of Meetings and attendance registers	N/A	N/A	By-laws adopted by MANCO, EXCO and Council by 30 Mar 2016	Council Resolutions	Implementation Plan adopted by Manco by 20 June 2016	Extract from the implementation plan	
													R 50,000.00		R 0.00				R 77,164.00	
IED 36	CCI 5	r e v e n t i o n s	Disposal of the Dead	Pauper burials	All	16		Qualifying paupers buried	Percentage	1	1	100%	Invoice and list of paupers approved and resolution of Manco adopting pauper burial report	100%	Invoice and list of paupers approved and resolution of Manco adopting pauper burial report	100%	Invoice and list of paupers approved and resolution of Manco adopting pauper burial report	R 100,000.00	Invoice and list of paupers approved and resolution of Manco adopting pauper burial report	
													R 25,000.00		R 50,000.00		R 75,000.00		R 100,000.00	
IED 54	CCI 11	r e v e n t i o n s	Environmental Protection and biodiversity Conservation Management	Finalisation of the Environmental Management Framework	All	Env Report (Desired state of Env & Env. Management Zones)		Environmental Management Framework (EMF) adopted	Date	6/30/2016	1	Finalise dispute resolution with service provider	Record of decision on dispute resolution	SCM processes	Proof of SCM processes	Strategic EMP stage	Strategic EMP report	Final EMF and adoption by 30 June 2016	EMF Executive Summary; PSCPMAT minutes; Close-out report	
													R 0.00		R 10,000		R 180,000.00		R 169,298.00	

2015/2016 QMM SDBIP											
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SDBIP REF.	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Weighting	
Quarterly Performance Targets											
						Q1 POE	Q2	Q2 POE	Q3	Q3 POE	
CS 78	CSI 16	C r o s s C u l t i n g I n t e r v e n t i o n s	Disaster Risk Assessment	Disaster Risk Assessments conducted	All wards	6	1	1 Risk Assessment Conducted	Assessment Report	Assessment Report/Mapping Assessments	
							</				

2015/2016 OMM SDBIP																				
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SDBIP REF.	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Weighting	Quarterly Performance Targets								Q4 POE	
											Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	Q4			
OMM-95			OPMS	Draft 2014/2015 Annual Report tabled to Council	All wards	2013/2014 Annual report developed	2014/2015 Draft Annual report tabled to Council	Date	31-Jan-16	1	Compilation of 2014/2015 Annual report	R 0.00	MPAC minutes	Compilation of 2014/2015 Annual report	R 0.00	MPAC minutes	31-Jan-16	Council resolution noting the tabling of annual report	N/A	Council resolution noting the tabling of annual report
											R 0.00		R 0.00		R 0.00		R 0.00		R 0.00	
OMM-96				2014/ 2015 Annual Report (S46 report)	All wards	2013/2014 Annual report and oversight report adopted	2014/2015 Annual and oversight reports adopted	Date	3/31/2016	1	N/A	N/A	N/A	N/A	31-Mar-65	Council resolution adopting the annual and oversight	Annual report submitted to AG, Treasury and Cogla	Confirmation letters		
											R 0.00		R 0.00		R 0.00		R 0.00		R 0.00	
CS 9	MTID 5		LABOUR RELATIONS	FRAUD Disciplinary Cases Resolved	New project	% of fraud disciplinary cases resolved by 30 June 2016	Percentage	60%	2	1	N/A	N/A	N/A	N/A	N/A	N/A	60.00%	Report adopted by Marico on fraud cases		
											R 0.00		R 0.00		R 0.00		R 0.00		R 0.00	
CS 13	MTID 7		HR ADMINISTRATION	Performance Management Systems implemented for Levels 4,5,6	N/A	March 2015	Number of levels 4, 5 & 6 employees signed IPMS performance agreements	Number	20	1	N/A	N/A	N/A	N/A	20	Copies of signed contracts	N/A	N/A	N/A	
											R 0.00		R 0.00		R 0.00		R 250,000.00		R 0.00	
											100%	Report	100%	Report	100%	Report		Report		
CS 14	MTID 7			Compliance with leave management	N/A	12	Percentage of compliance in relation to leave management	Percentage	1	1	100%	Report	100%	Report	100%	Report	100%	Report	Report	
											R 0.00		R 0.00		R 0.00		R 0.00		R 0.00	

M u n i c i p a l i t y

10/11/16

2015/2016 OMM SDBIP

2015/2016 OMM SDBIP																				
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SDBIP REF.	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline/ Quo	Status	Annual KPI: Output	KPI Measure	Annual Target	Weighting	Quarterly Performance Targets								Q4 POE
												Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	Q4		
CS 16	MTID 7	s f o r m a t i o n & i n t e r n e t o p l a n n g d e v e l o p m e n t	HR ADMINISTRATION		N/A	New project		Percentage of vacant budgeted for managerial positions filled.	Percentage	1	1		90% Recommendation of the Interview panel to MM	90% Recommendation of the Interview panel to MM	90% Recommendation of the Interview panel to MM	90% Recommendation of the Interview panel to MM	90% Recommendation of the Interview panel to MM	90% Recommendation of the Interview panel to MM		
													R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00		
CS 57	MTID 16			PROPERTY MANAGEMENT	Lease Management	N/A	100%		Date by when Ingonyama Trust Leases and annual rental payments are finalised	Date	30 June 2016	1		N/A	N/A	N/A	N/A	Rental payment and lease review	Invoices Lease register	
														R 0.00	R 0.00	R 0.00	R 0.00	R 0.00		
CS 58	MTID 17			LONG TERM OFFICE ACCOMMODATION	Development of New Oslo Beach offices	N/A	New project		Percentage completion of development of offices for Treasury at Oslo Beach site	Percentage	0.4	1		Letter of Award	30% construction completed	35% construction completed	40% construction completed	40% construction completed	Invoices Architects report	
													R 0.00	R 0.00	R 0.00	R 0.00	R 0.00			
CS 59	MTID 17	i D e v e l o p m e n t		Refurbishment of Park Rynle standby quarters	N/A	10%		% Completion of Park Rynle Standby quarters	Percentage	1	1		Construction and refurbishments 15%	Construction and refurbishments 40%	Construction and refurbishments 70%	Construction and refurbishments 100%	Construction and refurbishments 100%	Architects report		
													R 465,000.00	R 1,240,000.00	R 2,170,000.00	R 3,100,000.00	R 3,100,000.00			
CS 61	MTID 17			Development of New Disaster site offices for Corporate services offices and Council Chambers	N/A	New project		Percentage completion of development of offices for Corporate Services and Council chambers at the Disaster management site	Percentage	0.4	1		Letter of Award	30% construction completed	35% construction completed	40% construction completed	40% construction completed	Invoices Architects report		
													R 0.00	R 2,000,000.00	R 4,000,000.00	R 5,000,000.00	R 5,000,000.00	Architects report		

2015/2016 OMM SDBIP																				
PERSON RESPONSIBLE: MUNICIPAL MANAGER																				
SDBIP REF.	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Weighting	Quarterly Performance Targets				Q4 POE					
											Q1	Q1 POE	Q2	Q2 POE		Q3	Q3 POE	Q4		
OMM-97	M T I D 1 8	Municipal Transformation & Institutional Development	Legal Services	Legislative Awareness workshops held	All wards	4 awareness workshops conducted	Awareness workshop on Legislative environment conducted	Number	4	1	1	Attendance Registers and workshops outcomes reports	2	Attendance Registers and workshops outcomes reports	3	Attendance Registers and workshops outcomes reports	4	Attendance Registers and workshops outcomes reports	Extract from Manco on litigation risk register report	
											R 0.00		R 40,000.00		R 40,000.00		R 20,000.00			
OMM-98				Reduction in litigation matters	All wards	Litigation Risk Policy adopted in 2014/2015	Potential Litigation matters averted	Number	30	1	5	Extract from Manco on litigation risk register report	15	Extract from Manco on litigation risk register report	20	Extract from Manco on litigation risk register report	30	Extract from Manco on litigation risk register report	Extract from Manco on litigation risk register report	
											R 50,000.00		R 100,000.00		R 200,000.00		R 400,000.00			
OMM-99			Legal Services	Contracts	All wards	138 contracts were drafted and vetted in 2013/2014	Contract Drafted or Vetted within 30 days of award	Percentage	100	1	100	Extract from Manco noting the updated contracts Register	100	Extract from Manco noting the updated contracts Register	100	Extract from Manco noting the updated contracts Register	100	Extract from Manco noting the updated contracts Register	Extract from Manco noting the updated contracts Register	
											R 0.00		R 30,000.00		R 50,000.00		R 70,000.00			
OMM-100				Standard contract templates with IP protection	All wards	New project	Standard Contracts Templates with IP protection Developed	Number	4	1	1	Extract of MANCO Approving Template Contract	2	Extract of MANCO Approving Template Contract	3	Extract of MANCO Approving Template Contract	4	Extract of MANCO Approving Template Contract	Extract of MANCO Approving Template Contract	
											R 25,000.00		R 50,000.00		R 75,000.00		R 100,000.00			

2015/2016 OMM SDBIP																	
PERSON RESPONSIBLE: MUNICIPAL MANAGER																	
SDBIP REF.	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Weighting	Quarterly Performance Targets				Q4 POE		
											Q1	Q2	Q3	Q4	Q3 POE	Q4	
OMM-101				Resolved cases against SCM	All wards	New project	Appeals against SCM processes resolved	Percentage	100	1	Report adopted by Manco and portfolio committee	Report adopted by Manco and portfolio committee	Report adopted by Manco and portfolio committee	Report adopted by Manco and portfolio committee	Report adopted by Manco and portfolio committee	Report adopted by Manco and portfolio committee	
											R 0.00	R 0.00	R 0.00	R 0.00	R 0.00		
TOTAL WEIGHTING										100							
END																	

