



**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 2016 - 30 JUNE 2017**

*[Handwritten signatures and initials]*  
M.E.N. N.H. C.U.

## UGU District Municipality

- 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 2016 and will remain in force until 30 June 2017 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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## UGU District Municipality

- 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
<b>Total</b>		<b>100%</b>

- 5.7 The CFS's will make up the other 20% of the Employee's assessment score. CFC'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
<b>Leadership and core Competencies</b>		
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
<b>Total (Cannot exceed 100%)</b>		<b>100%</b>

## 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.

## UGU District Municipality

- 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:



- 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

**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.

Thus done and signed at Port Shepstone on this the 29<sup>th</sup> day of July of 2016

**AS WITNESSES:**


1. 

  
**EMPLOYEE  
MUNICIPAL MANAGER**


2. 

Thus done and signed at Port Shepstone on this the 29<sup>th</sup> day of July 2016

**AS WITNESSES:**

1. 

  
**MAYOR**

2. 



**UGU DISTRICT MUNICIPALITY**

**PERSONAL DEVELOPMENT PLAN (PDP)**

**Entered into by and between**

**CLLR NH GUMEDE**

**[THE EMPLOYER]**

**and**

**MR DD NAIDOO**

**[THE EMPLOYEE]**

**PERIOD: 1 JULY 2016- 30 JUNE 2017**

- 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.
  - 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).



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

Compiled on (Date): **01 July 2016**

Appendix A

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 MSCOA	Understanding of MSCOA, budgeting and financial system	Workshop Manuals Theory	Written and verbal	December 2016	Prep of MSCOA budget 16-17 17-18	CFO Steering Committee Provincial Treasury
Conflict Management	Inter / Intra Department conflict, stability disputes, 9 matters	Specialist Training	Role playing Theory Practical	6 months	Manco	Top Manco

  
Municipal Manager

  
Mayor:

- 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"> <li>• Impact and Influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning and Management</li> <li>• Organisational Awareness</li> </ul>
People Management	<ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and Dispute Management</li> </ul>
Program and Project Management	<ul style="list-style-type: none"> <li>• Program and Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Program and Project Monitoring and Evaluation</li> </ul>
Financial Management	<ul style="list-style-type: none"> <li>• Budget Planning and Execution</li> <li>• Financial Strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul>
Change Leadership	<ul style="list-style-type: none"> <li>• Change Vision and Strategy</li> <li>• Process Design and Improvement</li> <li>• Change Impact Monitoring and Evaluation</li> </ul>
Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Cooperative Governance</li> </ul>
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"><li>Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate</li><li>Describe how specific tasks link to institutional strategies but has limited influence in directing strategy</li><li>Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole</li><li>Demonstrate a basic understanding of key decision-makers</li></ul>	<ul style="list-style-type: none"><li>Give direction to a team in realising the institution's strategic mandate and set objectives</li><li>Has a positive impact and influence on the morale, engagement and participation of team members</li><li>Develop actions plans to execute and guide strategy implementation</li><li>Assist in defining performance measures to monitor the progress and effectiveness of the institution</li><li>Displays an awareness of institutional structures and political factors</li><li>Effectively communicate barriers to execution to relevant parties</li><li>Provide guidance to all stakeholders in the achievement of the strategic mandate</li><li>Understand the aim and objectives of the institution and relate it to own work</li></ul>	<ul style="list-style-type: none"><li>Evaluate all activities to determine value and alignment to strategic intent</li><li>Display in-depth knowledge and understanding of strategic planning</li><li>Align strategy and goals across all functional areas</li><li>Actively define performance measures to monitor the progress and effectiveness of the institution</li><li>Consistently challenge strategic plans to ensure relevance</li><li>Understand institutional structures and political factors, and the consequences of actions</li><li>Empower others to follow strategic direction and deal with complex situations</li><li>Guide the institution through complex and ambiguous concern</li><li>Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances</li></ul>	<ul style="list-style-type: none"><li>Structure and position the institution to local government priorities</li><li>Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework</li><li>Hold self accountable for strategy execution and results</li><li>Provide impact and influence through building and maintaining strategic relationships</li><li>Create an environment that facilitates loyalty and innovation Display a superior level of self-discipline and integrity in actions</li><li>Integrate various systems into a collective whole to optimise institutional performance management</li><li>Uses understanding of competing interests to manoeuvre successfully to a win/win outcome</li></ul>

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


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


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

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


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

Handwritten signatures and initials, including "N.H." and "M.E.N.", are visible in the bottom right corner of the page.



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"><li>• Realise the impact of acting with integrity, but requires guidance and development in implementing principles</li><li>• Follow the basic rules and regulations of the institution</li><li>• Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent</li></ul>	<ul style="list-style-type: none"><li>• Conduct self in alignment with the values of Local Government and the institution</li><li>• Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver</li><li>• Actively report fraudulent activity and corruption within local government</li><li>• Understand and honour the confidential nature of matters without seeking personal gain</li><li>• Able to deal with situations of conflict of interest promptly and in the best interest of local government</li></ul>	<ul style="list-style-type: none"><li>• Identify, develop, and apply measures of self-correction</li><li>• Able to gain trust and respect through aligning actions with commitments</li><li>• Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders</li><li>• Present values, beliefs and ideas that are congruent with the institution's rules and regulations</li><li>• Takes an active stance against corruption and dishonesty when noted</li><li>• Actively promote the value of the institution to internal and external stakeholders</li><li>• Able to work in unity with a team and not seek personal gain</li><li>• Apply universal moral principles consistently to achieve moral decisions</li></ul>	<ul style="list-style-type: none"><li>• Create an environment conducive of moral practices</li><li>• Actively develop and implement measures to combat fraud and corruption</li><li>• Set integrity standards and shared accountability measures across the institution to support the objectives of local government</li><li>• Take responsibility for own actions and decisions, even if the consequences are unfavourable</li></ul>




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

 N.H.  
 CN  
 M.E.N.

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

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

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

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

M.E.N.  
  
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 CN

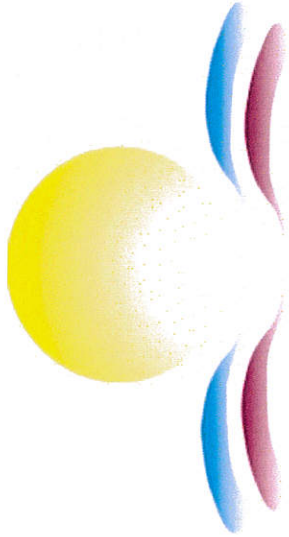
## 6. Achievement Levels

The achievement levels indicated in the table below serve as a benchmark for appointments, succession planning and development interventions.

- 6.1 Individuals falling within the Basic range are deemed unsuitable for the role of senior manager, and caution should be applied in promoting and appointing such persons.
- 6.2 Individuals that operate in the Superior range are deemed highly competent and demonstrate an exceptional level of practical knowledge, attitude and quality. These individuals should be considered for higher positions, and should be earmarked for leadership programs and succession planning.

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

 M.E.N.  
 C.W.  N.H.



**PERFORMANCE PLAN**

Entered into by and between

**UGU DISTRICT MUNICIPALITY  
AS REPRESENTED BY THE MAYOR**

**CLLR NH GUMEDE**

**AND**

**MR DD NAIDOO**

**THE EMPLOYEE OF THE MUNICIPALITY  
MUNICIPAL MANAGER**

**PERIOD: 01 JULY 2016– 30 JUNE 2017**

### 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	20
2	Municipal Institutional Development and Transformation	18	People management	20
3	Local Economic Development	7	Programme and Project Management	5
4	Basic service delivery	16	Financial Management	10
5	Good Governance and Public Participation	35	Change Leadership	5
6	Cross-cutting Interventions	8	Government leadership	5
		100%	Moral competence	5
			Planning and organising	5
			Analysis And innovation	5
			Knowledge and information management	10
			Communication	5
			Results and quality focus	10
				100%

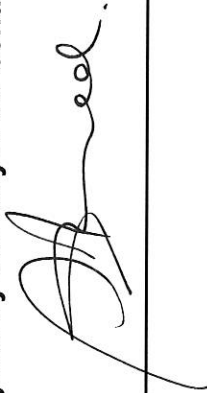


**Signed and accepted by the Employee (Municipal Manager)**

  
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**Date:** 29/07/2016

**Signed by the Mayor on behalf of the Municipality**

  
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**Date:** 29/07/2016

  
M.E.N.



## MUNICIPAL MANAGERS 2016/2017 PERFORMANCE PLAN

PERSON RESPONSIBLE: MUNICIPAL MANAGER

SDBIP REF.	IDP REF.	National KPA	Programme	Measurable Objective	Ward	Baseline/ Status Quo	Annual KPI	Annual Target	Weighting	Annual Budget Information				Quarterly Performance Targets							
										OPEX VOTE	CAPEX VOTE	REV. VOTE	Funding Source	Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	Q4	Q4 POE
WS 1	BSD 1	Basic service Delivery	Provision of HH with access to water	Households with access to water	All	149613	Number of HH with access to basic water services	3000	2	N/A		N/A	MIG	NIL	N/A	500	See WS 2 to WS 4	1600	See WS 2 to WS 4	3000	See WS 2 to WS 4
WS 2	BSD 1			Umzinto Slum Clearance: Farm Isonti Low cost Housing Water	Umdoni Ward 6	1850		500	2	N/A	N/A	N/A	MIG	R 0.00	N/A	R 0.00					
WS 3	BSD 1			Mazakhele bulk water infrastructure	Umuziwabantu Ward 3	2923		1100	1	N/A	R 379 253	N/A	MIG	NIL		1100	Close-out report including asset register and built drawings	Nil	N/A	Nil	N/A
WS 4	BSD 1			Kwanyuswa Water Scheme - Phase 3 (AFA) MIS 194753	Ezingolweni Ward 1	1028		1400	1	N/A	R 1 000 000	N/A	MIG	NIL	N/A	Nil	N/A	NIL	N/A	1400	Close-out report including asset register and built drawings
WS 5	BSD 2		Upgrade & Repair of Aging infrastructure	Murchison Bulk water supply	HCM (Ward 20, 21, 22, 23 & 24)	0	Kilometres of pipeline constructed	10	3	N/A	N/A	N/A	MIG	Nil	N/A	Nil	N/A	Nil	N/A	10Km	Close-out report including asset register and built drawings
WS 6	BSD 2			Gamalake Bulk Water Supply	HCM (Ward 26, 27 & 28)	0	Kilometres of pipeline constructed	6	2	N/A	N/A	N/A	MIG	nil	N/A	Nil	N/A	Nil	N/A	6km	Close-out report including asset register and built drawings
WS 7	BSD 2			Qoloqolo water supply	Umzumbe (Ward 15)	0	Kilometres of pipeline constructed	15	1	N/A	N/A	N/A	MIG	Nil	N/A	Nil	N/A	Nil	N/A	15km	Close-out report including asset register and built drawings
WS 8	BSD 2			Scottburgh pipeline replacement	Umdoni (Ward 4)	0	Kilometres of pipeline constructed	5	1	N/A	R8 000 000	N/A	MIG	Nil	N/A	5km	Close-out report including asset register and built drawings	Nil	N/A	Nil	N/A
WS 9	BSD 2			Respond to sanitation infrastructure breakdowns within 24 hours	All wards	24 Hrs	Turnaround time to respond to sanitation infrastructure breakdowns within 24 hours	24 hours	1	R 0.00	R 0.00	R 0.00	N/A	24 hours	Systems report	24 hours	Systems report	24 hours	Systems report	24 hours	Systems report
WS 10	BSD 2			Percentage of sanitation repairs closed within 24 hours	All	80%	Percentage of sanitation infrastructure breakdowns repairs closed within 24 hours	80	1	N/A	N/A	N/A	N/A	80%	Systems report	80%	Systems report	80%	Systems report	80%	Systems report
WS 11	BSD 3			Households with access to waterborne sanitation		162994	Number of HH with access to waterborne sanitation services	4500	1	N/A	N/A	N/A	N/A	NIL	N/A	NIL	N/A	400	See WS 12 to WS 15	1600	See WS 12 to WS 15
WS 12	BSD 3			Harding Sanitation Phase 3	Umuziwabantu Ward 3	2298	Number of HH with access to waterborne sanitation services	400	1	N/A	R 1 751 409	N/A	MIG	NIL	None	Nil	None	400	Close-out report including asset register and as built drawings	Nil	None
WS 13	BSD 3		Provision of HH with sanitation	Households with access to VIP sanitation	HCM - All Wards	8254	Number of Household with access to VIP	2500	1	N/A	N/A	N/A	MIG	N/A	NIL	N/A	NIL	1500	VIP Reconciliation Report to MANCO	2500	VIP Reconciliation Report to MANCO



## MUNICIPAL MANAGERS 2016/2017 PERFORMANCE PLAN

## PERSON RESPONSIBLE: MUNICIPAL MANAGER

SDBIP REF.	IDP REF.	National KPA	Programme	Measurable Objective	Ward	Baseline/ Status Quo	Annual KPI	Annual Target	Weighting	Annual Budget Information			Funding Source	Quarterly Performance Targets							
										OPEX	CAPEX	REV.		Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	Q4	Q4 POE
										VOTE	VOTE	VOTE									
			services				sanitation			N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
WS 14	BSD 3	Basic service Delivery	Farm Isonti	Umdoni - Ward 9	64	Number of HH with access to waterborne sanitation services	500	1		N/A	N/A	N/A	MIG	NIL	N/A	NIL	N/A	400	Project progress report Water Services Portfolio Committee	2000	Close-out Report for Farm Isonti and Malangeneni including asset register and as built drawings
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
WS 15	BSD 3		Eradication of bucket system in households	Umdoni	1503	Number of HH with access to waterborne sanitation services	500	1		N/A	N/A	N/A	MIG	N/A	N/A	N/A	N/A	N/A	NIL	1503	Close-out Report of Malangeneni Low Cost Housing Project
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
WS 16	BSD 4		Non Revenue Water Reduction	Management and control of Non Revenue Water in line with No Drop Requirements	All	26	Percentage Reduction of Non revenue water losses	2	2	R 9 345 457.00	N/A	N/A	MWIG	0.5	Monthly water balance report	1	Monthly water balance report	1.5	Monthly water balance report	2	Monthly water balance report
										N/A	N/A	N/A		R 2 336 364.25		R 4 672 728.50		R 7 009 092.75		R 9 345 457.00	
WS 17	BSD 4		Replacement of water meters	All	4260	Number of Meters replaced	2000	1		N/A	N/A	N/A	MWIG	500	Meter Register systems report	1000	Meter Register systems report	1500	Meter Register systems report	2000	Meter Register systems report
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
WS 20	BSD 5		Review of Water Safety Plans	All	15	Number of Water Safety Plans Reviewed	17	2		R 3 466 800.00	N/A	N/A	MWIG	3	Report and MANCO resolution noting the report	8	Report and MANCO resolution noting the report	13	Report and MANCO resolution noting the report	17	Report and MANCO resolution noting the report
										130305-780-865-961-260280	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
WS 21	BSD 5		Drinking water quality in terms of prescribed process risk indicators in line with SANS241:2015	All	88	Percentage Compliance to SANS241:2015	93	2		R 0.00	N/A	R 0.00	N/A	89	Independent Water Quality Report	90	Independent Water Quality Report	91	Independent Water Quality Report	93	Independent Water Quality Report
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
WS 22	BSD 5		Review of Waste Water Risk Abatement Plans	All	15	Number of Reviewed Waste Water Risk Abatement Plans	20	1		R 0.00	N/A	R 0.00	N/A	3	MANCO Resolutions noting Review of the Waste Water Risk Abatement Plans	8	MANCO Resolutions noting Review of the Waste Water Risk Abatement Plans	14	MANCO Resolutions noting Review of the Waste Water Risk Abatement Plans	20	MANCO Resolutions noting Review of the Waste Water Risk Abatement Plans
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
WS 23	BSD 7		Alternative water supply	Percentage delivery of water supply by mobile trucks in line with the schedule	All	70	Percentage delivery of water supply by mobile trucks in line with the schedule	75	2	R 7 320 715.00	R 0.00	R 0.00	opex	70	Water Tankering Schedule	72	Water Tankering schedule	74	Water Tankering schedule	75	Water Tankering schedule
										130-308-750-800-900-300030	N/A	N/A		R 1 830 178.00		R 3 660 357.00		R 5 490 535.00		R 7 320 715.00	
WS 27	MFVM 8		Capital budget spent on projects identified in terms of the IDP	All	100%	Percentage Expenditure of MIG capital budget	100	2		R 7 320 715.00	R 0.00	R 0.00	opex	15	Certificate of Expenditure from COGTA	40	Certificate of Expenditure from COGTA	70	Certificate of Expenditure from COGTA	100	Certificate of Expenditure from COGTA
										130-308-750-800-900-300030		N/A		R 1 098 107.25		R 2 928 286.00		R 5 124 500.50		R 7 320 715.00	
WS 28	MFVM 8									R 0.00	100 095 000.00	R 0.00	MWIG	15	Certificate of Expenditure from UGU treasury deptment	40	Certificate of Expenditure from UGU treasury deptment	70	Certificate of Expenditure from UGU treasury deptment	100	Certificate of Expenditure from UGU treasury deptment
										N/A		N/A		R 15 014 250.00		R 40 038 000.00		R 70 066 500.00		100 095 000.00	
WS 29	MFVM 8									R 0.00	8 834 000.00	R 0.00	RBIG	15	Certificate of Expenditure from UGU treasury deptment	40	Certificate of Expenditure from UGU treasury deptment	70	Certificate of Expenditure from UGU treasury deptment	100	Certificate of Expenditure from UGU treasury deptment
										N/A		N/A		R 1 325 100.00		R 3 533 600.00		R 6 183 800.00		R 8 834 000.00	



## MUNICIPAL MANAGERS 2016/2017 PERFORMANCE PLAN

## PERSON RESPONSIBLE: MUNICIPAL MANAGER

SDBIP REF.	IDP REF.	National KPA	Programme	Measurable Objective	Ward	Baseline/ Status Quo	Annual KPI	Annual Target	Weighting	Annual Budget Information				Quarterly Performance Targets							
										OPEX	CAPEX	REV.	Funding Source	Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	Q4	Q4 POE
										VOTE	VOTE	VOTE									
WS 36	MTID 6		Occupational Health and Safety	Compliance to OHS	NA	New	Percentage compliance to OHS as per checklist	100	2	N/A	N/A	N/A	N/A	100	Attendance Register Copy of certificates	100	Attendance Register Copy of certificates	100	Attendance Register Copy of certificates	100	Attendance Register Copy of certificates
										N/A	N/A	N/A	N/A	R 0.00				R 0.00			
WS 38	MTID 7	Municipal Transformation and Institutional Development			NA	New	Percentage reduction of overtime costs as a percentage of prior year	20	3	N/A	N/A	N/A	N/A	5%	Overtime report approved at Manco	10%	Overtime report approved at Manco	15%	Overtime report approved at Manco	20%	Overtime report approved at Manco
WS 39	MTID 7			Acting appointments iro. 6 months requirement	NA	New	Percentage compliance on acting appointments iro. 6 months requirement	100	3	N/A	N/A	N/A	N/A	100%	System Report	100%	System Report	100%	System Report	100%	System Report
WS 41			Consumption of fuel	NA	New	Percentage reduction consumption of fuel	20	2	N/A	N/A	N/A	N/A	5.00%	Fuel consumption report	10.00%	Fuel consumption report	15.00%	Fuel consumption report	20.00%	Fuel consumption report	
WS 42	MTID 9		Secretariat services	Implementation of Committee Resolutions	NA	New	Percentage implementation of Committee Resolutions	100	5	N/A	N/A	N/A		100%	Compliance report by Secretariat	100%	Compliance report by Secretariat	100%	Compliance report by Secretariat	100%	Compliance report by Secretariat
WS 44	MTID 16				NA	New	Percentage litigation cases instituted against municipality responded to within one week	100	4	N/A	N/A	N/A	N/A	100%	Proof of submission (Email)	100%	Proof of submission (Email)	100%	Proof of submission (Email)	100%	Proof of submission (Email)
WS 47	GGPP 8		Internal Auditing	Monitoring Implementation of AG (SA) Management Corrective Action Plan	NA	New	Percentage reduction AG queries	100	5	N/A	N/A	N/A	N/A	100%	Proof of notification Proof of submission (Email) AND Acknowledgement of receipt of complete information	100%	Proof of notification Proof of submission (Email) AND Acknowledgement of receipt of complete information	100%	Proof of notification Proof of submission (Email) AND Acknowledgement of receipt of complete information	100%	Proof of notification Proof of submission (Email) AND Acknowledgement of receipt of complete information
										N/A	N/A	N/A	R 0.00			R 0.00				R 0.00	
WS 48	GGPP 13	Good Governance & Public Participation	Back to Basics	Implementation of Back to Basics Programme	NA	New	Number of Back to basics reports submitted	4	5	N/A	N/A	N/A	N/A	1	Proof of submission AND acknowledgement of completeness	2	Proof of submission AND acknowledgement of completeness	3	Proof of submission AND acknowledgement of completeness	4	Proof of submission AND acknowledgement of completeness
										N/A	N/A	N/A	R 0.00			R 0.00				R 0.00	
TREA 1	MFVM 1		Clean Audit	Attainment of Clean Audit Report	N/A	Unqualified	Date Clean Audit Report attained	31-Jan-17	4	R 0.00	R 0.00	R 0.00	N/A	N/A	N/A	N/A	N/A	31-Jan-17	AG Audit Report	N/A	N/A
											N/A	N/A		N/A		R 0.00				R 0.00	
TREA 12	MEVMA 3			Cash	Liquidity Ratio	NA	1.0:1	Improved Liquidity	1.5:1	4	R 0.00	R 0.00	R 0.00	N/A	1.5:1	S71 reports and	1.5:1	S71 reports and	1.5:1	S71 reports and	1.5:1



## MUNICIPAL MANAGERS 2016/2017 PERFORMANCE PLAN

PERSON RESPONSIBLE: MUNICIPAL MANAGER

SDBIP REF.	IDP REF.	National KPA	Programme	Measurable Objective	Ward	Baseline/ Status Quo	Annual KPI	Annual Target	Weighting	Annual Budget Information				Quarterly Performance Targets							
										OPEX	CAPEX	REV.	Funding Source	Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	Q4	Q4 POE
										VOTE	VOTE	VOTE									
TREA 12	MFVM 5	Financial Viability And Management	management	Equity Ratio	N/A	100%	Equity Ratio			N/A	N/A	N/A	N/A	R 0.00	calculations	R 0.00	calculations	R 0.00	calculations	R 0.00	calculations
TREA 20	MFVM 5		Supply Chain Management	Reduction of irregular Expenditure	N/A	8%	Irregular expenditure as a percentage of total actual expenditure	1.5	4	R 0.00	R 0.00	R 0.00	N/A	1.5	Register of irregular expenditure	1.5	Register of irregular expenditure	1.5	Register of irregular expenditure	1.5	Register of irregular expenditure
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 38	MFVM 6		Budget Management And Reporting	Ensure Financial reporting compliance	N/A	2	Number of Annual Financial Statement compiled	2	4	R 70 000.00	R 0.00	R 0.00	N/A	2	Audit Commtee resolution	N/A	N/A	N/A	N/A	N/A	N/A
										N/A	N/A	N/A		R 70 000.00		R 0.00		R 0.00		R 0.00	
TREA 42	MFVM 6		Expenditure Management	Controlled Unauthorised Expenditure	N/A	0.5	Controlled Unauthorise d Expenditure as a percentage of Total Actual Expenditure	0.5	4	R 0.00	R 0.00	R 0.00	N/A	0.5	Register of Unauthorised Expenditure	0.5	Register of Unauthorised Expenditure	0.5	Register of Unauthorised Expenditure	0.5	Register of Unauthorised Expenditure
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 72	MFVM 8		Expenditure Management	Reduction of Fruitless and Wasteful Expenditure	N/A	2%	Controlled Fruitless and Wasteful Expenditure as a percentage of Total Actual Expenditure	50%	4	R 0.00	R 0.00	R 0.00	N/A	0.50%	Register of Fruitless and Wasteful Expenditure and Calculations	0.50%	Register of Fruitless and Wasteful Expenditure and Calculations	0.50%	Register of Fruitless and Wasteful Expenditure and Calculations	0.50%	Register of Fruitless and Wasteful Expenditure and Calculations
		N/A								N/A	N/A	R 0.00		R 0.00		R 0.00		R 0.00			
IED 13	LED 8	Local Economic Development	Employment Creation	Creation of job opportunities	All	100	Number of Job opportunities created through LED initiatives	100	5	R 0.00	N/A	N/A	Internal Funding	N/A	N/A	40	Extract of MANCO Noting job opportunities created	N/A	N/A	100	Extract of Munutes MANCO noting job opportunities created.
										R 0.00	R 0.00	R 0.00		R 0.00		R 0.00					
OMM 48	GGPP 8	Good Governance and Public Participation	Internal Auditing	Effective Internal Audit and implementation of audit plan - USCT	N/A	7	Number of Audits conducted and reports submitted to Audit committee	6	5	R 0.00	R 0.00	R 0.00	n/a	N/A	N/A	2	Audit committee minutes	4	Audit committee minutes	6	Audit committee minutes
										n/a	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
OMM 123	MTID 1	Institutional development and municipal transformation	Organisational Management System	Number of OPMS review	N/A	4 quarterly reviews held in 2015/2016	Quarterly reviews held	4	3	R 40 000.00	R 0.00	R 0.00	MSIG	1	Attendance registers and minutes of review	2	Attendance registers and minutes of review	3	Attendance registers and minutes of review	4	Attendance registers and minutes of review
										301150-010-090 000	N/A	N/A		R 10 000.00		R 20 000.00		R 30 000.00		R 40 000.00	
TOTAL WEIGHTING									100	END											