

**UGU DISTRICT MUNICIPALITY**  
**PERFORMANCE AGREEMENT**

Entered into by and between:

**UGU DISTRICT MUNICIPALITY**

AS REPRESENTED BY THE MUNICIPAL MANAGER

**MR DD NAIDOO**

**AND**

**THE EMPLOYEE OF THE MUNICIPALITY**

**MS SIBONGILE MBILI**

**GENERAL MANAGER: BUDGET AND TREASURY**

**FOR THE**

**FINANCIAL YEAR: 01 JULY 2016 - 30 JUNE 2017**

## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN

**UGU District Municipality** herein represented by **Mr DD Naidoo** in his capacity as **Municipal Manager** (hereinafter referred to as the Employer)

And

**Ms Sibongile Mbili, General Manager: Budget and Treasury** 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 to 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 the 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 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 Core Managerial Competencies (CFS'S) 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.
- 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,



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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	100
2	Municipal Institutional Development and Transformation	-
3	Local Economic Development	-
4	Basic service delivery	-
5	Good Governance and Public Participation	-
6	Cross-cutting Interventions	-
<b>Total</b>		<b>100%</b>

- 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
<b>Leadership and core Competencies</b>		
1	Strategic Direction and leadership	10
2	People management	5
3	Programme and Project Management	10
4	Financial Management	15
5	Change Leadership	5
6	Government leadership	10
7	Moral competence	5
8	Planning and organising	10
9	Analysis And innovation	5
10	Knowledge and information management	5
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.

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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
    - 7.5.2.1. Each CFS should be assessed according to the extent to which the specified standards have been met.
    - 7.5.2.2. An indicative rating on the five-point scale should be provided for each CFS.
    - 7.5.2.3. 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 CFSs:

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

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:

*S.S.P*  
*[Signature]*

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First quarter	:	<b>July – September 2016</b>
Second quarter	:	<b>October-December 2016</b>
Third quarter	:	<b>January-March 2017</b>
Fourth quarter	:	<b>April-June 2017</b>

- 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
- 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him/her to

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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***

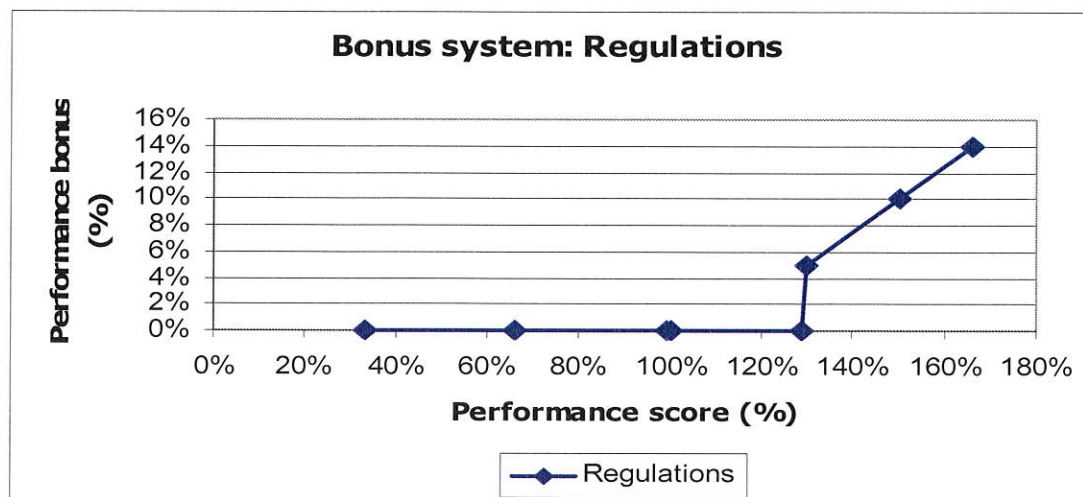
The regulations provide that a performance bonus between 5% and 14% of the inclusive annual remuneration package may be paid to the employee after the end of the financial year and only after an evaluation of performance and approval of such evaluation by the Municipal Council, as a reward for excellent performance. In determining the bonus payment, the regulations specify that the relevant percentage depends on the overall rating, calculated by using the applicable assessment rating calculator:



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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.

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

AS WITNESSES:

1. 

  
EMPLOYEE

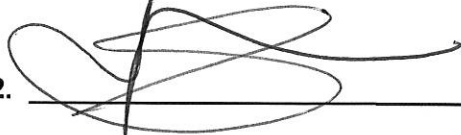
2. 

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

AS WITNESSES:

1. 

  
MUNICIPAL MANAGER

2. 

- 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.

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## 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>

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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>

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>	





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>

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>



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>

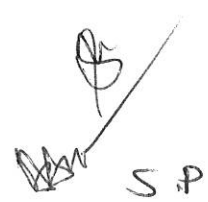


Cluster	Core Competencies		
Competency Name	Planning and Organising		
Competency Definition	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	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>



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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>



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>



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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>

## 6. Achievement Levels

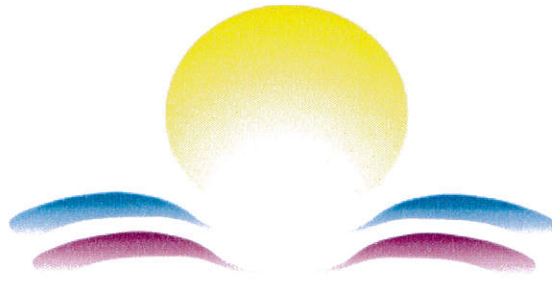
The achievement levels indicated in the table below serve as a benchmark for appointments, succession planning and development interventions.

- 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

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## **Annexure B**



### **PERSONAL DEVELOPMENT PLAN (PDP)**

**Entered into by and between**

**THE MUNICIPALITY OF UGU  
AS REPRESENTED BY THE MUNICIPAL MANAGER**

**Mr DD NAIDOO**

**[THE EMPLOYER]**

**AND**

**MS SIBONGILE MBILI**

**[THE EMPLOYEE]**

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

## 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.

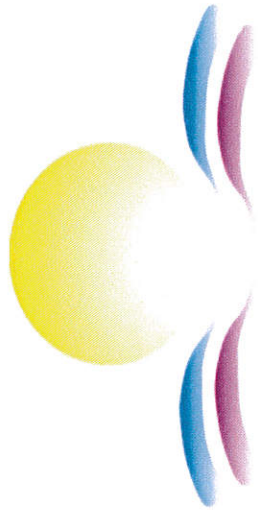


- The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description shall be compared to the current competency profile of the employee to determine the individual's competency gaps.
  - Specific competency gaps as identified during 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).



- (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.

Q.S.P  
[Signature]



# Personal Development Plan of: *Ms Sibongile Mbili*

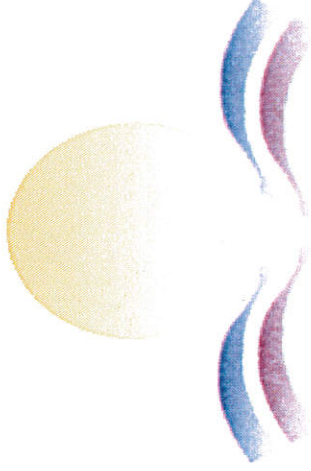
## Appendix A

Compiled on (Date): *01 July 2016*

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

HOD's signature : \_\_\_\_\_

Municipal Manager's signature: \_\_\_\_\_



**PERFORMANCE PLAN**

Entered into by and between

UGU DISTRICT MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

MR DD NAIDOO

AND

MS SIBONGILE MBILI  
GENERAL MANAGER BUDGET AND TREASURY

THE EMPLOYEE OF THE MUNICIPALITY

PERIOD: 01 JULY 2016 – 30 JUNE 2017

## **1. PURPOSE**

The performance plan defines the Council's expectations of the **General Manager Budget and Treasury** 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 **General Manager Budget and Treasury'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 Intervention

### 3. KEY PERFORMANCE AREAS AND COMPETENCY FRAMEWORK STRUCTURE

The following Key Performance Areas (KPA's) and Competency framework Structure 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	Basic Service Delivery		Strategic Direction and leadership	10
2	Municipal Institutional Development and Transformation		People management	5
3	Local Economic Development		Programme and Project Management	10
4	Municipal Financial Viability and Management	100	Financial Management	15
5	Good Governance and Public Participation		Change Leadership	5
6	Cross-cutting Intervention		Government leadership	10
			Moral competence	5
			Planning and organising	10
			Analysis And innovation	5
			Knowledge and information management	5
			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

  
\_\_\_\_\_

Date: 29/07/2016

Signed by the Municipal Manager on behalf of the Municipality

  
\_\_\_\_\_

Date: 29/07/2016

SDBIP REF.	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Locality	Baseline/ Status Quo	Annual KPI: Output	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
TREA 1	MFVM 1	Financial Viability and Management	Clean Audit	Attainment of Clean Audit Report	N/A	Unqualified	Date Clean Audit Report attained	31-Jan-17	1.00	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
TREA 3	MFVM 2		Asset Management	Updated and GRAP compliant Asset Register	N/A	2	Number of Movable Asset Verifications conducted	4	1.28	R 0.00	R 0.00	R 0.00	N/A	1	Updated Asset register and appendices	2	Updated Asset register and appendices	3	Updated Asset register and appendices	4	Updated Asset register and appendices
TREA 4	MFVM 2				N/A	1	Date Immovable Asset Verification conducted	30-Jun-17	1.28	R 0.00	R 0.00	R 0.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2017-06-31	Updated Asset register and appendices
TREA 5	MFVM 2			Reconciliation of the asset register to the GL accounts	N/A	Annually	Number of Updated Asset Registers	12	1.28	R 0.00	R 0.00	R 0.00	N/A	3	signed off reconciliations	6	Internal Audit Reports	9	Asset register Appendix	12	Asset register Appendix
TREA 6	MFVM 2			Disposal of Redundant and obsolete assets	N/A	1	Number of Disposal of assets by public auction	2	1.28	R 0.00	R 0.00	R 0.00	N/A	0	N/A	1	Letter of award, Council Resolution, Advert and Auctioneers Report		N/A	2	Letter of award, Council Resolution, Advert and Auctioneers Report
TREA 7	MFVM 2				N/A	0	Number of Ad-Hoc disposal of assets by Donation	2	0	R 0.00	R 0.00	R 0.00	N/A	0	N/A	1	Letter of award, Council Resolution and Asset Disposal Report		N/A	2	Letter of award, Council Resolution, Advert and Auctioneers Report
TREA 8	MFVM 2			Percentage insurance cover for municipal assets	N/A	0	Percentage insurance cover for municipal insurable assets	100	1.28	R 0.00	R 0.00	R 0.00	N/A	100%	Insurance Policy Document	100%	Insurance Policy Document	100%	Insurance Policy Document	100%	Insurance Policy Document
TREA 9	MFVM 2			Insurance claims submitted internally	N/A	0	Turn-around time of reporting the incident internally	1 working day	0	R 0.00	R 0.00	R 0.00	N/A	1	Insurance claims register	1	Insurance claims register	1	Insurance claims register	1	Insurance claims register
TREA 10	MFVM 2			Submit the completed signed claim form with the supporting documents	N/A	0	Turn-around time of reporting the incident internally	5 working days	0	R 0.00	R 0.00	R 0.00	N/A	1	Insurance claims register	1	Insurance claims register	1	Insurance claims register	1	Insurance claims register
TREA 11	MFVM 2			Lodging the the insurance claim with the insurance company	N/A	0	Turn-around time of lodging the insurance claim	30 calender days	1.28	R 0.00	R 0.00	R 0.00	N/A	30 calender days	Insurance claims register	30 calender days	Insurance claims register	30 calender days	Insurance claims register	30 calender days	Insurance claims register
TREA 12	MFVM 3		Cash Management	Liquidity Ratio	NA	1.0:1	Improved Liquidity Ratio	1.5:1	1.28	R 0.00	R 0.00	R 0.00	N/A	1.5:1	S71 reports and calculations	1.5:1	S71 reports and calculations	1.5:1	S71 reports and calculations	1.5:1	S71 reports and calculations
TREA 13	MFVM 3			Improve Cash Coverage Ratio	NA	00:00	Improved Liquidity in months	3 months	1.28	R 0.00	R 0.00	R 0.00	N/A	3 months	S71 reports and calculations	3 months	S71 reports and calculations	3 months	S71 reports and calculations	3 months	S71 reports and calculations
TREA 14	MFVM 3			Cash Backed Reserves	NA	00:00	Percentage Improved Liquidity	100	1.28	R 0.00	R 0.00	R 0.00	N/A	100	S71 reports and calculations	100	S71 reports and calculations	09-Apr-00	S71 reports and calculations	100	S71 reports and calculations
TREA 15	MFVM 3			Debt to Operating Revenue	NA		Percentage Improved Liquidity	45	1.28	R 0.00	R 0.00	R 0.00	N/A	45	S71 reports and calculations	45	S71 reports and calculations	45	S71 reports and calculations	45	S71 reports and calculations
TREA 16	MFVM 3			Management of Banking Services - Cash Banking	NA		Turnaround time for banking of cash received	1 working day	1.28	R 0.00	R 0.00	R 0.00	N/A	1 working day	Bank Recon	1 working day	Bank Recon	1 working day	Bank Recon	1 working day	Bank Recon
TREA 17	MFVM 3				NA		Number of meetings with the bankers for improved quality of bankg services	4	1.28	R 0.00	R 0.00	R 0.00	N/A	1	Attendance register and minutes	2	Attendance register and minutes	03-Jan-00	Attendance register and minutes	4	Attendance register and minutes
TREA 18	MFVM 4	Liability Management	Capital Costs to Operating Expenditure				Percentage Capital Costs to Operating Expenditure	6 - 8	1.28	R 0.00	R 0.00	R 0.00	N/A	6 - 8 %	Calculation from TB figures	6 - 8 %	Calculation from TB figures	6 - 8 %	Calculation from TB figures	6 - 8 %	Calculation from TB figures
TREA 19	MFVM 4		Management of Loans and Investments				Number of updated loans an Investment Registers	4	1.28	R 0.00	R 0.00	R 0.00	N/A	1	Copy of register signed as prove of review	2	Copy of register signed as prove of review	3	Copy of register signed as prove of review	4	Copy of register signed as prove of review
TREA 20	MFVM 5	Supply Chain management	Reduction of irregular Expenditure		8%		Irregular expenditure as a percentage of total actual expenditure	1.5	1.28	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
TREA 21	MFVM 5		Inventory Management			2	Frequency of Stock takes	Quarterly	1.28	R 0.00	R 0.00	R 0.00	N/A	1 stock take	Stock takes report	1 stock take	Stock takes report	1 stock take	Stock takes report	1 stock take	Stock takes report
TREA 22	MFVM 5					12	Frequency Vendor database reviewed	Monthly	1.28	R 0.00	R 0.00	R 0.00	N/A	3 monthly reviews	Exception report - Change log report	3 monthly reviews	Exception report - Change log report	3 monthly reviews	Exception report - Change log report	3 monthly reviews	Exception report - Change log report
TREA 23	MFVM 5		Vendor Management			New	Percentage compliance with Vendor Management committed resolution	100	1.28	R 0.00	R 0.00	R 0.00	N/A	100%	Report on implementation of resolutions	100%	Report on implementation of resolutions	100%	Report on implementation of resolutions	100%	Report on implementation of resolutions

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SDBIP REF.	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Locality	Baseline/ Status Quo	Annual KPI: Output	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
TREA 24	MFVM 5	Financial Viability and Management	Supply Chain management	Vendor Management	N/A		Number of Quarterly Review of Financial Systems - Vendor Performance	12	0	N/A	N/A	N/A	N/A	3	Vendor Performance Report to IG/ Steering Committee	6	Vendor Performance Report to IG/ Steering Committee	9	Vendor Performance Report to IG/ Steering Committee	12	Vendor Performance Report to IG/ Steering Committee
TREA 25	MFVM 5			Demand Management	N/A	Nil	Date Procurement Plan approved	01-Jul-16	1.28	R 0.00	R 0.00	R 0.00	Nil Required	01-Jul-16	Resolution for Adoption, Manco/ Extended Manco	N/A	N.A	N/A	N.A		
TREA 26	MFVM 5				N/A	Nil	Turnaround time for approving an RFQ	3 working days	0	R 0.00	R 0.00	R 0.00	Nil Required	3 working days	Workflow bottlenecks report	3 working days	Workflow bottlenecks report	3 working days	Workflow bottlenecks report	3 working days	Workflow bottlenecks report
TREA 27	MFVM 5				N/A	Nil	Turnaround time for 1st budget confirmation (RFQ)	2 working days	0	R 0.00	R 0.00	R 0.00	Nil Required	2 working days	Workflow bottlenecks report	2 working days	Workflow bottlenecks report	2 working days	Workflow bottlenecks report	2 working days	Workflow bottlenecks report
TREA 28	MFVM 5				N/A	Nil	Turnaround time for the Request for Quotations	7 working days	0	R 0.00	R 0.00	R 0.00	Nil Required	7 working days	Workflow bottlenecks report	7 working days	Workflow bottlenecks report	7 working days	Workflow bottlenecks report	7 working days	Workflow bottlenecks report
TREA 29	MFVM 5				N/A	Nil	Turnaround time for 2nd budget confirmation (RFQ)	2 working days	0	R 0.00	R 0.00	R 0.00	Nil Required	2 working days	Workflow bottlenecks report	2 working days	Workflow bottlenecks report	2 working days	Workflow bottlenecks report	2 working days	Workflow bottlenecks report
TREA 30	MFVM 5				N/A	Nil	Turnaround time for RFQ 2nd approval by the User department	3 working days	0	R 0.00	R 0.00	R 0.00	Nil Required	3 working days	Workflow bottlenecks report	3 working days	Workflow bottlenecks report	3 working days	Workflow bottlenecks report	3 working days	Workflow bottlenecks report
TREA 31	MFVM 5				N/A	Nil	Turnaround time for the final approval by CFO	2 working days	0	R 0.00	R 0.00	R 0.00	Nil Required	2 working days	Workflow bottlenecks report	2 working days	Workflow bottlenecks report	2 working days	Workflow bottlenecks report	2 working days	Workflow bottlenecks report
TREA 32	MFVM 5				N/A	Nil	Turnaround time for the creation of the Purchase Order	2 working days	0	R 0.00	R 0.00	R 0.00	Nil Required	2 working days	Workflow bottlenecks report	2 working days	Workflow bottlenecks report	2 working days	Workflow bottlenecks report	2 working days	Workflow bottlenecks report
TREA 33	MFVM 5				N/A	Nil	Turnaround time for the Purchase Orders above R30 000	12 calendar days	0	R 0.00	R 0.00	R 0.00	Nil Required	12 calendar days	Tender Advert	12 calendar days	Tender Advert	12 calendar days	Tender Advert	12 calendar days	Tender Advert
TREA 34	MFVM 5			Contract Management	N/A	0	Turnaround time for BSC to Advert	14 days	1.28	R 0.00	R 0.00	R 0.00	Nil Required	14 day	Tender Tracking Register	14 days	Tender Tracking Register	14 days	Tender Tracking Register	14 days	Tender Tracking Register
TREA 35	MFVM 5				N/A	0	Turnaround time from advert to the Tender closing	30 days	1.28	R 0.00	R 0.00	R 0.00	Nil Required	30 days	Tender Tracking Register	30 days	Tender Tracking Register	30 days	Tender Tracking Register	30 days	Tender Tracking Register
TREA 36	MFVM 5				N/A	75 days from Tender closing	Turnaround time from the closing of Tender to the awarding of contract	90 calendar days	1.28	R 0.00	R 0.00	R 0.00	N/A	90 days	Tender Tracking Register	90 days	Tender Tracking Register	90 days	Tender Tracking Register	90 days	Tender Tracking Register
TREA 37	MFVM 5				N/A	Nil	Frequency of Contract register updates	Monthly	1.28	R 0.00	R 0.00	R 0.00	N/A	3 updates	Contract register	3 updates	Contract register	3 updates	Contract register	3 updates	Contract register
TREA 38	MFVM 6		Budget Management and Reporting	Ensure Financial Reporting Compliance	N/A	2	Number of Annual Financial Statement compiled	2	1.28	R 70 000.00	R 0.00	R 0.00	N/A	2	Audit Committee resolution	N/A	N/A	N/A	N/A	N/A	N/A
TREA 39	MFVM 6				N/A	31-Aug-15	Date Annual Financial Statements submitted to Auditor General	31-Aug-16	1.28	R 0.00	R 0.00	R 0.00	N/A	31-Aug-16	Letter of confirmation from the AG	N/A	N/A	N/A	N/A	N/A	N/A
TREA 40	MFVM 6				N/A	30-Sep-15	Date Consolidated Annual Financial Statements submitted to the Auditor General	30-Sep-16	1.28	R 0.00	R 0.00	R 0.00	N/A	30-Sep-16	Letter of confirmation from the AG	N/A	N/A	N/A	N/A	N/A	N/A
TREA 41	MFVM 6				N/A	1	Number of Quarterly Financial Statements compiled	2	1.28	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1	Finance portfolio resolution	2	Finance portfolio resolution
TREA 42	MFVM 6				N/A	0.5	Controlled Unauthorised Expenditure as a percentage of Total Actual Expenditure	0.5	1.28	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
TREA 43	MFVM 6				N/A	31-Aug-15	Date Budget Process Plan approved	31-Aug-16	1.28	R 0.00	R 0.00	R 0.00	N/A	31-Aug-16	Council resolution	N/A	N/A	N/A	N/A	N/A	N/A

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FINANCIAL SERVICES SDBIP 2016 / 2017  
PERSON RESP: GM: TREASURY - MS S MBILI

SDBIP REF.	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Locality	Baseline/ Status Quo	Annual KPI: Output	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
TREA 44	MFVM 6	Financial Viability and Management	Budget Management and Reporting	Adoption of Annual Budget	N/A	26-May-16	Date Annual Budget adopted by Council	31-May-17	1.28	R 0.00	R 0.00	R 0.00	N/A	N/A	N/A	N/A	N/A	Tabling of Draft Budget in Council	Council resolution Noting the Draft Budget	31-May-17	Council Resolution
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 45	MFVM 6				N/A	28-Feb-16	Date Adjustment Budget adopted by Council	28-Feb-17	1.28	R 0.00	R 0.00	R 0.00	N/A	N/A	N/A	N/A	N/A	28-Feb-17	Council resolution	N/A	
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 46	MFVM 6				N/A	26-May-16	Date Reviewed Budget Policy adopted	31-May-17	1.28	R 0.00	R 0.00	R 0.00	N/A	N/A	N/A	N/A	N/A	Draft policies developed	Draft policy	31-May-17	Council resolution
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 47	MFVM 6				N/A	26-May-16	Date Reviewed Virement Policy adopted	31-May-17	1.28	R 0.00	R 0.00	R 0.00	N/A	N/A	N/A	N/A	N/A	Draft policy developed	Draft policy	31-May-17	Council resolution
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 48	MFVM 6				N/A	26-May-16	Date Reviewed Cash and Investment Policy adopted	31-May-17	1.28	R 0.00	R 0.00	R 0.00	N/A	N/A	N/A	N/A	N/A	Draft policy developed	Draft policy	31-May-17	Council resolution
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 49	MFVM 6				N/A	26-May-16	Date Reviewed Assets management Policy adopted	31-May-17	1.28	R 0.00	R 0.00	R 0.00	N/A	N/A	N/A	N/A	N/A	Draft policy developed	Draft policy	31-May-17	Council resolution
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 50	MFVM 6				N/A	26-May-16	Date Reviewed Funding and Reserves Policy adopted	31-May-17	1.28	R 0.00	R 0.00	R 0.00	N/A	N/A	N/A	N/A	N/A	Draft policy developed	Draft policy	31-May-17	Council resolution
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 51	MFVM 6				N/A	26-May-16	Date Reviewed Funding and Reserves Policy adopted	31-May-17	0	R 0.00	R 0.00	R 0.00	N/A	N/A	N/A	N/A	N/A	Draft policy developed	Draft policy	31-May-17	Council resolution
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 52	MFVM 6				N/A	26-May-16	Date Reviewed Credit Control and Debt Collection Policy adopted	31-May-17	1.28	R 0.00	R 0.00	R 0.00	N/A	N/A	N/A	N/A	N/A	Draft policy developed	Draft policy	31-May-17	Council resolution
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 53	MFVM 6				N/A	26-May-16	Date Reviewed Indigent Policy adopted	31-May-17	1.28	R 0.00	R 0.00	R 0.00	N/A	N/A	N/A	N/A	N/A	Draft policy developed	Draft policy	31-May-17	Council resolution
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 54	MFVM 6				N/A	26-May-16	Date Reviewed Water and Sanitation Tariff Policy adopted	31-May-17	1.28	R 0.00	R 0.00	R 0.00	N/A	N/A	N/A	N/A	N/A	Draft policy developed	Draft policy	31-May-17	Council resolution
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 55	MFVM 6				N/A	26-May-16	Date Reviewed Basic Water Services Policy adopted	31-May-17	1.28	R 0.00	R 0.00	R 0.00	N/A	N/A	N/A	N/A	N/A	Draft policy developed	Draft policy	31-May-17	Council resolution
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 56	MFVM 6				N/A	26-May-16	Date Reviewed Supply Chain Management Policy adopted	31-May-17	1.28	R 0.00	R 0.00	R 0.00	N/A	N/A	N/A	N/A	N/A	Draft policy developed	Draft policy	31-May-17	Council resolution
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 57	MFVM 6				N/A	26-May-16	Date Reviewed Asset Disposal Policy adopted	31-May-17	1.28	R 0.00	R 0.00	R 0.00	N/A	N/A	N/A	N/A	N/A	Draft policy developed	Draft policy	31-May-17	Council resolution
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 58	MFVM 6	Financial Viability and Management	Budget Management and Reporting	Ensure Budget Report Compliance	N/A	12	Number Monthly in-year reports produced	12	1.28	R 0.00	R 0.00	R 0.00	N/A	3	Letters of submission to National and Provincial Treasury	6	Letters of submission to National and Provincial Treasury	9	Letters of submission to National and Provincial Treasury	12	Letters of submission to National and Provincial Treasury
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 59	MFVM 6				N/A	4	S72 quarterly reports produced	4	0	R 0.00	R 0.00	R 0.00	N/A	1	Letters of submission to National and Provincial Treasury	2	Letters of submission to National and Provincial Treasury	3	Letters of submission to National and Provincial Treasury	4	Letters of submission to National and Provincial Treasury
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 60	MFVM 6	Adoption of Annual Budget	Ensure Budget Report Compliance		N/A	90%	Percentage Capital Budget Spent	90	1.28	R 0.00	R 0.00	R 0.00	N/A	15%	Sec 71 Report and Calculations	50%	Sec 71 Report and Calculations	65%	Sec 71 Report and Calculations	90%	Sec 71 Report and Calculations
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 61	MFVM 6				N/A	95%	Percentage Operating budget spent	95	1.28	R 0.00	R 0.00	R 0.00	N/A	25%	S71 reports	50%		75%	S71 reports and calculations	95%	S71 reports and calculations
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	

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FINANCIAL SERVICES SDBIP 2016 / 2017  
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SDBIP REF.	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Locality	Baseline/ Status Quo	Annual KPI: Output	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			
TREA 78	MFVM9	Financial Viability and Management	Systems Management	Ensure mSCOA Compliance	N/A	15%	Percentage Implementation of mSCOA Framework	100	1.28	R 2 000 000.00	R 0.00	R 0.00	N/A	40%	Project Progress Report	60%	Project Progress Report	80%	Project Progress Report	100%	Project Progress Report			
TREA 79	MFVM9				Financial Systems Service Level Agreements	N/A	Nil	Percentage Service and Licence Agreements Management to Financial Systems (SLAs)	100	1.28	320740-020-050	N/A	N/A	Internal OPEX	100%	Register of Licences	100%	Register of Licences	100%	Register of Licences	100%	Register of Licences		
TREA 80	MFVM9				Financial Systems' User and Admin Access	N/A	4	Number Quarterly Review of Financial Systems' User and Admin Access	4	1.28	R 0.00	R 0.00	R 0.00	N/A	1	User and Admin Access Review Reports to ICT Steering Committee	2	User and Admin Access Review Reports to ICT Steering Committee	3	User and Admin Access Review Reports to ICT Steering Committee	4	User and Admin Access Review Reports to ICT Steering Committee		
TREA 81	MTID 1	Municipal Transformation & Institutional Development	Organisational Performance Management System	OPMS Quarterly Review	N/A	New	Percentage compliance with submission of performance information	100	1.28	R 0.00	R 0.00	R 0.00	N/A	100%	Proof of notification of submission (Email) AND Acknowledgement of receipt of complete information	100%	Proof of notification of submission (Email) AND Acknowledgement of receipt of complete information	100%	Proof of notification of submission (Email) AND Acknowledgement of receipt of complete information	100%	Proof of notification of submission (Email) AND Acknowledgement of receipt of complete information			
TREA 82	MTID 1			Adoption of Annual Report	N/A	New	Percentage compliance with submission of Annual Report completion	100	1.28	N/A	N/A	N/A	N/A	100%	Acknowledgement of submission of information from PMS Office	100%	Acknowledgement of submission of information from PMS Office	100%	Acknowledgement of submission of information from PMS Office	N/A	N/A			
TREA 83	MTID 3			Labour Relations	Disciplinary Management	N/A	Nil	Turn-around time for completion of disciplinary matters by departments	3 months	1.28	N/A	N/A	N/A	N/A	100%	Progress Report on cases (Quarterly Report)	100%	Progress Report on cases (Quarterly Report)	100%	Progress Report on cases (Quarterly Report)	100%	Progress Report on cases (Quarterly Report)		
TREA 84	MTID 5							N/A	New	Number of Management Unit meetings by HOD	10	1.28	N/A	N/A	N/A	N/A	100%	Report: Minutes Attendance Register	100%	Report: Minutes Attendance Register	100%	Report: Minutes Attendance Register	100%	Report: Minutes Attendance Register
TREA 85	MTID 3					N/A	New	Number of General Staff meetings	2	1.28	N/A	N/A	N/A	N/A	100%	Report: Minutes Attendance Register	N/A	N/A	100%	Report: Minutes Attendance Register	N/A	N/A		
TREA 86	MTID 3					N/A	New	Number of Departmental meetings	4	1.28	N/A	N/A	N/A	N/A	100%	Report: Minutes Attendance Register	2	Report: Minutes Attendance Register	4	Report: Minutes Attendance Register	4	Report: Minutes Attendance Register		
TREA 87	MTID 6			Occupational Health and Safety	Compliance to OHS	N/A	Nil	Percentage of Compliance with OHS Act as per checklist	100	1.28	N/A	N/A	N/A	N/A	100%	Attendance Register Copy of certificates	20%	Attendance Register Copy of certificates	40%	Attendance Register Copy of certificates	60%	Attendance Register Copy of certificates		
TREA 88	MTID 7			Human Resources Administration	Overtime management	N/A	Nil	Percentage compliance on overtime management to 40 hour requirement	100	1.28	N/A	N/A	N/A	N/A	100%	System Report	100%	System Report	100%	System Report	100%	System Report		
TREA 89	MTID 7					N/A	Nil	Percentage reduction of overtime costs	20	1.28	N/A	N/A	N/A	N/A	5%	System Report	10%	System Report	15%	System Report	20%	System Report		
TREA 90	MTID 7			Human Resources Administration	Overtime management	N/A	Nil	Percentage compliance on on-line appointments to 6 months requirements	100	1.28	N/A	N/A	N/A	N/A	100%	System Report	100%	System Report	100%	System Report	100%	System Report		
TREA 91	MTID 8		Fleet Management Services	Fleet Management	All wards	0	Percentage compliance with trip authorisations respect of fuel utilisation	100	1.28	N/A	N/A	N/A	N/A	100%	Summary report of trip authorisations compliance	100%	Summary report of trip authorisations compliance	100%	Summary report of trip authorisations compliance	100%	Summary report of trip authorisations compliance			
TREA 92	MTID 8				All wards	0	Percentage reduction consumption of fuel	20	1.28	N/A	N/A	N/A	N/A	5%	Fuel consumption report	10%	Fuel consumption report	15%	Fuel consumption report	20%	Fuel consumption report			

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SDBIP REF.	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Locality	Baseline/ Status Quo	Annual KPI: Output	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
TREA 93	MTID 9	Municipal Transformation & Institutional Development	Secretariat Services	Resolutions Dissemination	N/A	Nil	Percentage compliance on implementation of Council/EXCO, Manco and Extended MANCO resolutions	100	128	N/A	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
										R 0.00	R 0.00	R 0.00		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 94	MTID 16		Contract Administration	All wards	Nil	Percentage compliance to contractual obligations & report per quarter to ECS	100	128	N/A	N/A	N/A	N/A	100%	Quarterly report	100%	Quarterly report	100%	Quarterly report	100%	Quarterly report	
										R 0.00	R 0.00	R 0.00		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 95	MTID 16		Legal Compliance	Litigation cases instituted against municipality	All wards	Nil	Percentage compliance with one week time frame on litigation cases instituted against municipality	100	128	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)
										R 0.00	R 0.00	R 0.00		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 96	GGPP 2	Good Governance and Public Participation	District Wide Intergovernmental Relations	Functional IGR Structures	All wards	Nil	Percentage compliance by GG on submission of IGR reports within the required time frames	100	128	N/A	N/A	N/A	N/A	100%	Proof of notification and submission (Email)	100%	Proof of notification and submission (Email)	100%	Proof of notification and submission (Email)	100%	Proof of notification and submission (Email)
										R 0.00	R 0.00	R 0.00		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 97	GGPP 8		Internal Auditing	Monitoring Implementation of AG (SA) Management Corrective Action Plan	All wards	Nil	Percentage reduction of AG queries	100	128	N/A	N/A	N/A	N/A	100%	Internal audit Report	100%	Internal audit Report	100%	Internal audit Report	100%	Internal audit Report
										R 0.00	R 0.00	R 0.00		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 98	GGPP 13		Back to Basics	Implementation of Back to Basics Programme	All wards	Nil	Back to Basics reports submitted	16	128	N/A	N/A	N/A	N/A	100%	Proof of submission AND acknowledgement of completeness	100%	Proof of submission AND acknowledgement of completeness	100%	Proof of submission AND acknowledgement of completeness	100%	Proof of submission AND acknowledgement of completeness
										R 0.00	R 0.00	R 0.00		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 99	GGPP 13		Back to Basics	Implementation of Back to Basics Programme	N/A	New	Implementation of back to basics support plan	100	128	N/A	N/A	N/A	N/A	100%	Proof of submission AND acknowledgement of completeness	100%	Proof of submission AND acknowledgement of completeness	100%	Proof of submission AND acknowledgement of completeness	100%	Proof of submission AND acknowledgement of completeness
										R 0.00	R 0.00	R 0.00		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 100	BSD 4	Basic Service Delivery	Non Revenue Water Reduction	Water Meters Read	All wards	85	Percentage of Urban Water Meters read	87	0	R 0.00	R 0.00	R 0.00	N/A	0	Meter reading exception report (Root-master)	87	Meter reading exception report (Root-master)	87	Meter reading exception report (Root-master)	87	Meter reading exception report (Root-master)
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 101	BSD 4		Non Revenue Water Reduction	Water Meters Read	All wards	4	Percentage of Rural Water Meters read	6	0	R 0.00	R 0.00	R 0.00	N/A	0	Meter reading exception report (Root-master)	6	Meter reading exception report (Root-master)	6	Meter reading exception report (Root-master)	6	Meter reading exception report (Root-master)
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
TREA 102	BSD 4		Free basic water and indigent support	Households receiving	N/A		Percentage Households registered on the indigent register receiving support	100	0	R 0.00	R 0.00	R 0.00	N/A	100%	Report on Indigent Support to MANCO	100%	Report on Indigent Support to MANCO	100%	Report on Indigent Support to MANCO	100%	Report on Indigent Support to MANCO
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
TOTAL WEIGHTING									100												

END

INDICATORS:

REGULATED : Local Government: Municipal Planning and Performance Management Regulations, 2001
Unique Municipal Department Indicator
Municipal Cross Cutting Indicators

*[Handwritten signature]*  
S.P