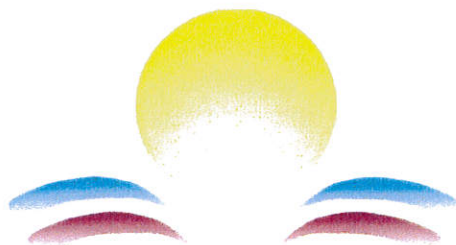


UGU District Municipality



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 ZAKITHI MBONANE
(GENERAL MANGER: IED)**

FOR THE

FINANCIAL YEAR: 01 JULY2016 - 30 JUNE 2017

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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 whereafter 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

UGU District Municipality

	Development and Transformation	
3	Local Economic Development	32
4	Basic service delivery	-
5	Good Governance and Public Participation	
6	Cross-cutting Intervention	56
Total		100%

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

CCR No	Competency Framework Structure	Weight
Leadership and core Competencies		
1	Strategic Direction and leadership	10
2	People management	5
3	Programme and Project Management	15
4	Financial Management	10
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
Total (Cannot exceed 100%)		100%

6. PERFORMANCE ASSESSMENTS

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

- 6.1.1 The standards and procedures for evaluating the Employee's performance; and
- 6.1.2 The intervals for the evaluation of the Employee's performance.

- 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.

UGU District Municipality

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

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

6.7.1 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:

First quarter : July – September 2016

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M. E. N.

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:

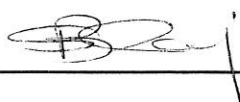
- 1. A score of 130% - 149% is awarded a performance bonus ranging between 5%-9%.
- 2. A score of 150% and above is awarded a performance bonus ranging 10% - 14%.

UGU District Municipality

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

AS WITNESSES:

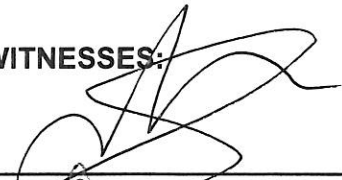
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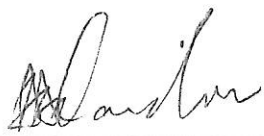

EMPLOYEE

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

AS WITNESSES:

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MUNICIPAL MANAGER

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

3. Competency Framework Structure

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

LEADING COMPETENCIES	
Strategic Direction and Leadership	• Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness
People Management	• Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management
Program and Project Management	• Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation
Financial Management	• Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring
Change Leadership	• Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation
Governance Leadership	• Policy Formulation • Risk and Compliance Management • Cooperative Governance
CORE COMPETENCIES	
Moral Competence	
Planning and Organising	
Analysis and Innovation	
Knowledge and Information Management	
Communication	
Results and Quality Focus	

4. Minimum Requirements

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

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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
- Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate - Describe how specific tasks link to institutional strategies but has limited influence in directing strategy - Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole - Demonstrate a basic understanding of key decision-makers	- Give direction to a team in realising the institution's strategic mandate and set objectives - Has a positive impact and influence on the morale, engagement and participation of team members - Develop actions plans to execute and guide strategy implementation - Assist in defining performance measures to monitor the progress and effectiveness of the institution - Displays an awareness of institutional structures and political factors - Effectively communicate barriers to execution to relevant parties - Provide guidance to all stakeholders in the achievement of the strategic mandate - Understand the aim and objectives of the institution and relate it to own work	- Evaluate all activities to determine value and alignment to strategic intent - Display in-depth knowledge and understanding of strategic planning - Align strategy and goals across all functional areas - Actively define performance measures to monitor the progress and effectiveness of the institution - Consistently challenge strategic plans to ensure relevance - Understand institutional structures and political factors, and the consequences of actions - Empower others to follow strategic direction and deal with complex situations - Guide the institution through complex and ambiguous concern - Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	- Structure and position the institution to local government priorities - Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework - Hold self accountable for strategy execution and results - Provide impact and influence through building and maintaining strategic relationships - Create an environment that facilitates loyalty and innovation Display a superior level of self-discipline and integrity in actions - Integrate various systems into a collective whole to optimise institutional performance management - Uses understanding of competing interests to manoeuvre successfully to a win/win outcome

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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
• Participate in team goal-setting and problem solving • Interact and collaborate with people of diverse backgrounds • Aware of guidelines for employee development, but requires support in implementing development initiatives	• Seek opportunities to increase team contribution and responsibility • Respect and support the diverse nature of others and be aware of the benefits of a diverse approach • Effectively delegate tasks and empower others to increase contribution and execute functions optimally • Apply relevant employee legislation fairly and consistently • Facilitate team goal-setting and problem-solving • Effectively identify capacity requirements to fulfill the strategic mandate	• Identify ineffective team and work processes and recommend remedial interventions • Recognise and reward effective and desired behaviour • Provide mentoring and guidance to others in order to increase personal effectiveness • Identify development and learning needs within the team • Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism • Inspire a culture of performance excellence by giving positive and constructive feedback to the team • Achieve agreement or consensus in adversarial environments • Lead and unite diverse teams across divisions to achieve institutional objectives	• Develop and incorporate best practice people management processes, approaches and tools across the institution • Foster a culture of discipline, responsibility and accountability • Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution • Develop comprehensive integrated strategies and approaches to human capital development and management • Actively identify trends and predict capacity requirements to facilitate unified transition and performance management

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Cluster	Leading Competencies		
Competency Name	Program and Project Management		
Competency Definition	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Initiate projects after approval from higher authorities • Understand procedures of program and project management methodology, implications and stakeholder involvement • Understand the rational of projects in relation to the institution's strategic objectives • Document and communicate factors and risk associated with own work • Use results and approaches of successful project implementation as guide	• Establish broad stakeholder involvement and communicate the project status and key milestones • Define the roles and responsibilities of the project team and create clarity around expectations • Find a balance between project deadline and the quality of deliverables • Identify appropriate project resources to facilitate the effective completion of the deliverables • Comply with statutory requirements and apply policies in a consistent manner • Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation	• Manage multiple programs and balance priorities and conflicts according to institutional goals • Apply effective risk management strategies through impact assessment and resource requirements • Modify project scope and budget when required without compromising the quality and objectives of the project • Involve top-level authorities and relevant stakeholders in seeking project buy-in • Identify and apply contemporary project management methodology • Influence and motivate project team to deliver exceptional results • Monitor policy implementation and apply procedures to manage risks	• Understand and conceptualise the long-term implications of desired project outcomes • Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives • Consider and initiate projects that focus on achievement of the long-term objectives • Influence people in positions of authority to implement outcomes of projects • Lead and direct translation of policy into workable actions plans • Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed

Cluster	Leading Competencies			
Competency Name	Financial Management			
Competency Definition	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Understand basic financial concepts and methods as they relate to institutional processes and activities • Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems • Understand the importance of financial accountability • Understand the importance of asset control	• Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate • Assess, identify and manage financial risks • Assume a cost-saving approach to financial management • Prepare financial reports based on specified formats • Consider and understand the financial implications of decisions and suggestions • Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated • Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	• Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility • Prepare budgets that are aligned to the strategic objectives of the institution • Address complex budgeting and financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management practices • Advise on policies and procedures regarding asset control • Promote National Treasury's regulatory framework for Financial Management	• Develop planning tools to assist in evaluating and monitoring future expenditure trends • Set budget frameworks for the institution • Set strategic direction for the institution on expenditure and other financial processes • Build and nurture partnerships to improve financial management and achieve financial savings • Actively identify and implement new methods to improve asset control • Display professionalism in dealing with financial data and processes	



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Cluster	Leading Competencies		
Competency Name	Change Leadership		
Competency Definition	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display an awareness of change interventions, and the benefits of transformation initiatives • Able to identify basic needs for change • Identify gaps between the current and desired state • Identify potential risk and challenges to transformation, including resistance to change factors • Participate in change programs and piloting change interventions • Understand the impact of change interventions on the institution within the broader scope of local government.	• Perform an analysis of the change impact on the social, political and economic environment • Maintain calm and focus during change • Able to assist team members during change and keep them focused on the deliverables • Volunteer to lead change efforts outside of own work team • Able to gain buy-in and approval for change from relevant stakeholders • Identify change readiness levels and assist in resolving resistance to change factors • Design change interventions that are aligned with the institution's strategic objectives and goals	• Actively monitor change impact and results and convey progress to relevant stakeholders • Secure buy-in and sponsorship for change initiatives • Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change • Take the lead in impactful change programs • Benchmark change interventions against best change practices • Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation • Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation	• Sponsor change agents and create a network of change leaders who support the interventions • Actively adapt current structures and processes to incorporate the change interventions • Mentor and guide team members on the effects of change, resistance factors and how to integrate change • Motivate and inspire others around change initiatives

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Cluster	Leading Competencies		
Competency Name	Governance Leadership		
Competency Definition	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders • Provide input into policy formulation	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these • Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution • Actively drive policy formulation within the institution to ensure the achievement of objectives	• Able to link risk initiatives into key institutional objectives and drivers • Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives • Demonstrate a thorough understanding of risk retention plans • Identify and implement comprehensive risk management systems and processes • Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement	• Demonstrate a high level of commitment in complying with governance requirements • Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework • Able to advise Local Government on risk management strategies, best practice interventions and compliance management • Able to forge positive relationships on cooperative governance level to enhance the effectiveness of Local government • Able to shape, direct and drive the formulation of policies on a macro level



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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
- Realise the impact of acting with integrity, but requires guidance and development in implementing principles - Follow the basic rules and regulations of the institution - Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	- Conduct self in alignment with the values of Local Government and the institution - Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver - Actively report fraudulent activity and corruption within local government - Understand and honour the confidential nature of matters without seeking personal gain - Able to deal with situations of conflict of interest promptly and in the best interest of local government	- Identify, develop, and apply measures of self-correction - Able to gain trust and respect through aligning actions with commitments - Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders - Present values, beliefs and ideas that are congruent with the institution's rules and regulations - Takes an active stance against corruption and dishonesty when noted - Actively promote the value of the institution to internal and external stakeholders - Able to work in unity with a team and not seek personal gain - Apply universal moral principles consistently to achieve moral decisions	- Create an environment conducive of moral practices - Actively develop and implement measures to combat fraud and corruption - Set integrity standards and shared accountability measures across the institution to support the objectives of local government - Take responsibility for own actions and decisions, even if the consequences are unfavourable

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Cluster	Core Competencies			
Competency Name	Planning and Organising			
Competency Definition	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Able to follow basic plans and organise tasks around set objectives • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans • Able to follow existing plans and ensure that objectives are met • Focus on short-term objectives in developing plans and actions • Arrange information and resources required for a task, but require further structure and organisation	• Actively and appropriately organise information and resources required for a task • Recognise the urgency and importance of tasks • Balance short and long-term plans and goals and incorporate into the team's performance objectives • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources • Measures progress and monitor performance results	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation • Identify in advance required stages and actions to complete tasks and projects • Schedule realistic timelines, objectives and milestones for tasks and projects • Produce clear, detailed and comprehensive plans to achieve institutional objectives • Identify possible risk factors and design and implement appropriate contingency plans • Adapt plans in light of changing circumstances • Prioritise tasks and projects according to their relevant urgency and importance	• Focus on broad strategies and initiatives when developing plans and actions • Able to project and forecast short, medium and long term requirements of the institution and local government • Translate policy into relevant projects to facilitate the achievement of institutional objectives	

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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
• Understand the basic operation of analysis, but lack detail and thoroughness • Able to balance independent analysis with requesting assistance from others • Recommend new ways to perform tasks within own function • Propose simple remedial interventions that marginally challenges the status quo • Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	• Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations • Demonstrate objectivity, insight, and thoroughness when analysing problems • Able to break down complex problems into manageable parts and identify solutions • Consult internal and external stakeholders on opportunities to improve processes and service delivery • Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders • Continuously identify opportunities to enhance internal processes • Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	• Coaches team members on analytical and innovative approaches and techniques • Engage with appropriate individuals in analysing and resolving complex problems • Identify solutions on various areas in the institution • Formulate and implement new ideas throughout the institution • Able to gain approval and buy-in for proposed interventions from relevant stakeholders • Identify trends and best practices in process and service delivery and propose institutional application • Continuously engage in research to identify client needs	• Demonstrate complex analytical and problem solving approaches and techniques • Create an environment conducive to analytical and fact-based problem-solving • Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence • Create an environment that fosters innovative thinking and follows a learning organisation approach • Be a thought leader on innovative customer service delivery, and process optimisation • Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences

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Cluster	Core Competencies		
Competency Name	Knowledge and Information Management		
Competency Definition	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Collect, categorise and track relevant information required for specific tasks and projects • Analyse and interpret information to draw conclusions • Seek new sources of information to increase the knowledge base • Regularly share information and knowledge with internal stakeholders and team members	• Use appropriate information systems and technology to manage institutional knowledge and information sharing • Evaluate data from various sources and use information effectively to influence decisions and provide solutions • Actively create mechanisms and structures for sharing of information • Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	• Effectively predict future information and knowledge management requirements and systems • Develop standards and processes to meet future knowledge management needs • Share and promote best-practice knowledge management across various institutions • Establish accurate measures and monitoring systems for knowledge and information management • Create a culture conducive of learning and knowledge sharing • Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information • Establish partnerships across local government to facilitate knowledge management • Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach • Recognise and exploit knowledge points in interactions with internal and external stakeholders

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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
• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools • Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration • Disseminate and convey information and knowledge adequately	• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs • Adapt communication content and style to suit the audience and facilitate optimal information transfer • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders • Compile clear, focused, concise and well-structured written documents	• Effectively communicate high-risk and sensitive matters to relevant stakeholders • Develop a well-defined communication strategy • Balance political perspectives with institutional needs when communicating viewpoints on complex issues • Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles • Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution • Able to communicate with the media with high levels of moral competence and discipline	• Regarded as a specialist in negotiations and representing the institution • Able to inspire and motivate others through positive communication that is impactful and relevant • Creates an environment conducive to transparent and productive communication and critical and appreciative conversations • Able to coordinate negotiations at different levels within local government and externally

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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	
- Understand quality of work but requires guidance in attending to important matters - Show a basic commitment to achieving the correct results - Produce the minimum level of results required in the role - Produce outcomes that is of a good standard - Focus on the quantity of output but requires development in incorporating the quality of work - Produce quality work in general circumstances, but fails to meet expectation when under pressure	- Focus on high-priority actions and does not become distracted by lower-priority activities - Display firm commitment and pride in achieving the correct results - Set quality standards and design processes and tasks around achieving set standards - Produce output of high quality - Able to balance the quantity and quality of results in order to achieve objectives - Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed	- Consistently verify own standards and outcomes to ensure quality output - Focus on the end result and avoids being distracted - Demonstrate a determined and committed approach to achieving results and quality standards - Follow task and projects through to completion - Set challenging goals and objectives to self and team and display commitment to achieving expectations - Maintain a focus on quality outputs when placed under pressure - Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	- Coach and guide others to exceed quality standards and results - Develop challenging, client-focused goals and sets high standards for personal performance - Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required - Work with team to set ambitious and challenging team goals, communicating long- and short-term expectations - Take appropriate risks to accomplish goals - Overcome setbacks and adjust action plans to realise goals - Focus people on critical activities that yield a high impact	

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6. Achievement Levels

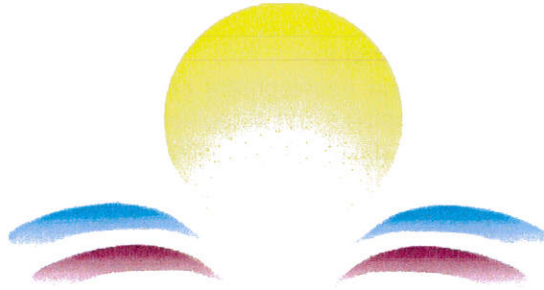
The achievement levels indicated in the table below serve as a benchmark for appointments, succession planning and development interventions.

- 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

24/1

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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 ZAKITHI MBONANE

[THE EMPLOYEE]

PERIOD: 1 JULY 2016- 30 JUNE 2017

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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.

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Personal Development Plan of: *Ms Zakithi Mbonane*

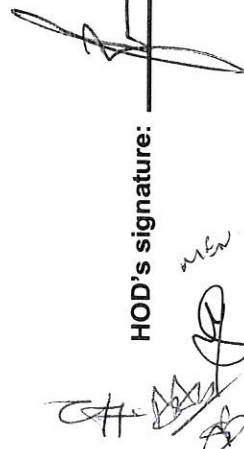
Compiled on (Date): *01 July 2016*

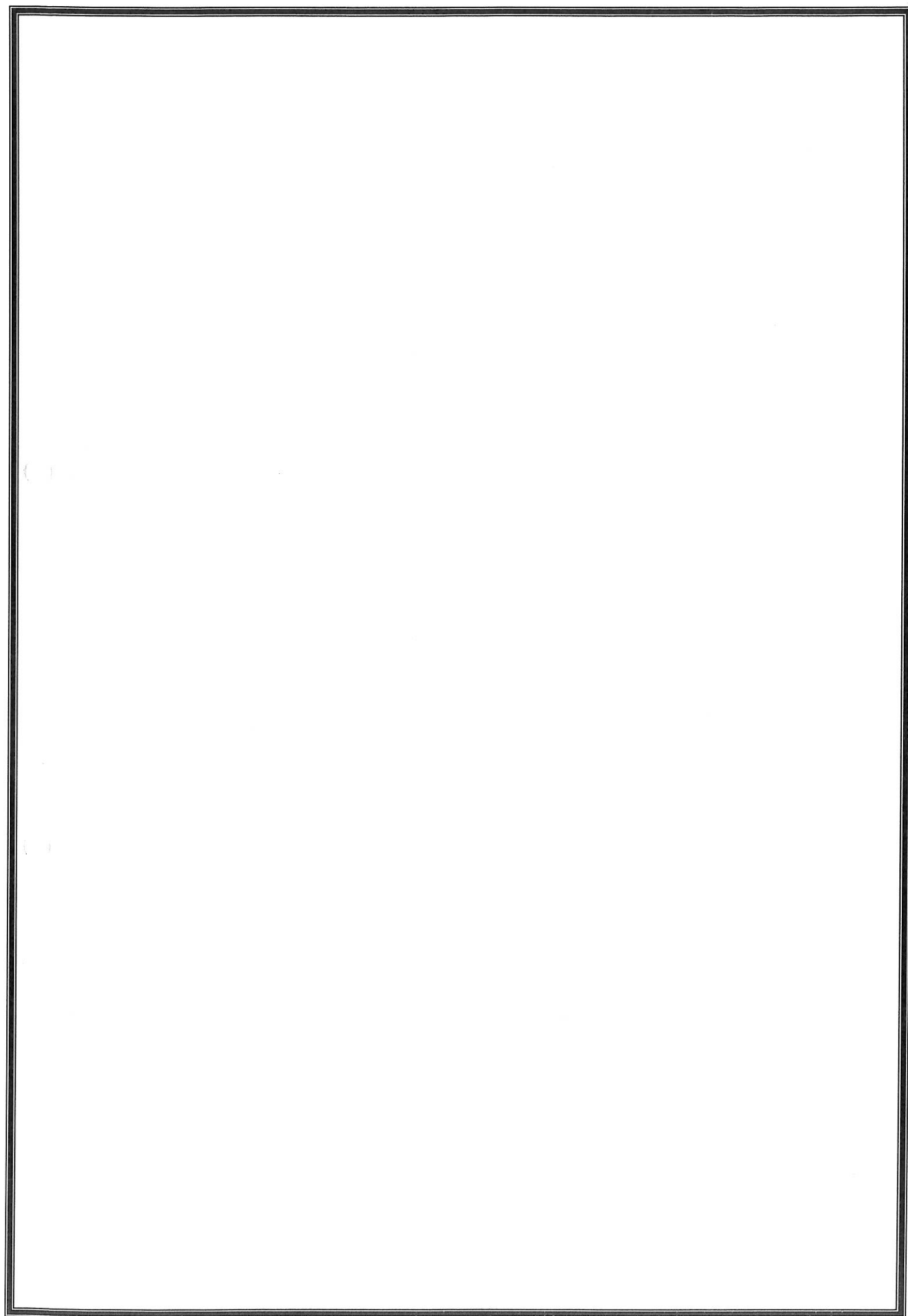
Appendix A

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
Economic Sector Innovative and New Advanced Technological Development	Advancement of Existing and Creation of New Initiatives	Sector Specific: Agriculture, Rural Development and Maritime	Training Programme	Two Weeks Advanced Training/ One or Three Months Block Release Training	Economic Development/ Environmental Management	Municipal Manager
Computer Skills	Improved Skill	Microsoft Word, Excel and Projects	Executive Training	Two -Three Days	Existing Work Environment	Municipal Manager

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

THE EMPLOYER

AND

MS ZAKITHI MBONANE

**THE EMPLOYEE OF THE MUNICIPALITY
GENERAL MANAGER INFRASTRUCTURE AND ECONOMIC DEVELOPMENT**

PERIOD: 01 JULY 2016 – 30 JUNE 2017

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ZFT
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1. PURPOSE

The performance plan defines the Council's expectations of the General manager – Infrastructure and Economic Development 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: Infrastructure and Economic Development'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

The following Key Performance Areas (KPA's) as set in consultation with the employee, inform the strategic objectives listed in the table below:

No	Key Performance Area	Weighting	Core competencies	Weighting
1	Basic Service Delivery		Strategic Direction and leadership	10
2	Municipal Institutional Development and Transformation	12	People management	5
3	Local Economic Development	32	Programme and Project Management	15
4	Municipal Financial Viability and Management		Financial Management	5
5	Good Governance and Public Participation		Change Leadership	15
6	Cross-cutting Intervention	56	Government leadership	5
			Moral competence	5
			Planning and organising	10
			Analysis And innovation	10
			Knowledge and information management	5
			Communication	5
			Results and quality focus	10
		100%		100%

4. KEY PERFORMANCE INDICATORS

UGU District Municipality

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)

MEU



Signed and accepted by the Employee



Date: 29/07/2016

Signed by the Municipal Manager on behalf of the Municipality



Date: 29/07/2016



SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: INFRASTRUCTURE AND ECONOMIC DEVELOPMENT																							
PERSON RESPONSIBLE: GENERAL MANAGER INFRASTRUCTURE AND ECONOMIC DEVELOPMENT																							
SDBIP REF.	IDP REF.	National KPAs	Programme	Measurable Objective	Ward	Baseline/Status Quo	Annual KPI	Annual Target	Weighting	Annual Budget Information				Quarterly Performance Targets									
										OPEX VOTE	CAPEX VOTE	REVENUE VOTE	Funding Source	Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	Q4	Q4 POE		
IED 1	LED 1	Local Economic Development	Renewable Energy	Alternative energy support initiative to informal traders	AI	180	Number of Informal Traders Supplied with wondercoolers	250	1	R 70 000.00	N/A	N/A	Internal Funding	Registration of Cooperatives	Registration certificate	Procurement Process	Copy of Ugu SPU Order Number	250	Copy of Invoice & Beneficiary register	Monitoring and evaluation	MANCO Extract noting report		
											R 0.00	R 0.00		R 0.00		R 0.00		R 70 000.00		R 0.00			
IED 2	LED 3		Creative Industry	Film production equipment	Ray Nkonyeni Municipality - Ward 18	New project	Number of film production initiative supported with basic equipment	1	1	R 100 000.00	N/A	N/A	Internal Funding	Projects identified and selected	MANCO Extract noting the Project selection report and projects identified for assistance	Procurement Process	Copy of Ugu SPU Order Number	1	Copy of Invoices & beneficiary register	Monitoring and evaluation	MANCO Extract noting report		
												R 0.00	R 0.00		R 0.00		R 0.00		R 100 000		R 0.00		
IED 3	LED 3		Creative Industry	Local Artists performed in local event	Umzumbe-Wards 4, 12, 17 & 18; Ray Nkonyeni Wards 1, 31, 4 & 17, Umuzwabantu Wards 3, 5 & 8	10	Number of Local Music Artists Participated in Local Events	12	1	R 100 000.00	N/A	N/A	Internal Funding	Implementation Plan	Extract Of MANCO Noting Implementation Plan	4	Copies of Contract	4	Copies of Contract	4	Copies of Contract		
												R 0.00	R 0.00		R 0.00		R 40 000.00		R 20 000.00		R 35 000.00		
IED 4	LED 4		SMME & Cooperative Sector	Cooperative Training	Ray Nkonyeni-3, Umuzwabantu-3, Umdoni-2, Umzumbe-2	120	Number of Cooperative Trained on business management skills	10	1	R 10 000.00	N/A	N/A	Internal Funding	Stakeholder engagement and collaboration	Attendance register	Co-operatives identification and selection	List of selected co-operatives	10	Attendance registers and certificates	Monitoring and evaluation	MANCO Extract noting M&E report		
												R 0.00	R 0.00		R 0.00		R 0.00		R 10 000.00		N/A		
IED 5	LED 4			Trading Infrastructure Support for Informal Traders	Umzumbe-Ward 15	New project	Number of mobile trading shelters provided for banana informal traders	13	2	R 250 000.00	N/A	N/A	Internal Funding	Concept Document and Implementation Plan	Implementation Plan Report noted by MANCO	SCM Process	letter of award	13	Invoice and beneficiary register	Monitoring and evaluation	MANCO Extract noting M&E report		
													R 0.00	R 0.00		R 0.00		R 10 000.00		R 240 000.00		R 0.00	
IED 6	LED 4		Basic plumbing skills NQF L4	AI	40	Number of people trained in basic plumbing skills	20	1	R 300 000.00	N/A	N/A	Internal Funding	Identification and selection of institution	Confirmation Letter from institution	Identification and selection of trainees	List of trainees	Commencement of training	Admission letter(s) and attendance registers	40	Certificates			
												R 0.00	R 0.00		R 0.00		R 10 000.00		R 290 000.00		R 0.00		
IED 7	LED 5		Agriculture Rural Development & Land Reform Sector	Rural Medium Scale Farming Support	AI LMs	12	Number Agricultural Garden Projects Supported with fencing and irrigation	4	1	R 300 000.00	N/A	N/A	Internal Funding	Identification and selection of projects Report	Extract of MANCO noting List of projects	Procurement Process	Copy of Ugu SPU Order Number	4	Copy of Invoice and beneficiary register	Monitoring and evaluation	MANCO Extract noting M&E report		
												R 0.00	R 0.00		R 0.00		R 0.00		R 100 000.00		R 0.00		
IED 8	LED 5			Tea Tree Essential Oils Project	Ezinqoleni	7000	Number Litres of Tea Tree Essential Oils Produced	3000	2	R -	N/A	N/A		Distillery monitoring	Report noted by manco	Distillery monitoring	Report noted by manco	Distillery monitoring	Report noted by manco	3000	Production Records from Onibi Flats Farmers Association		
													R 0.00	R 0.00		R 0.00		R 0.00		R 0.00		R 0.00	
IED 9	LED 5		Ugu Fresh Produce Market	Ray Nkonyeni Municipality Ward-21	Existing	Date Ugu Fresh Produce Market Outsourced	30-Jun-17	2	R 10 000.00	N/A	N/A	Internal Funding	N/A	N/A	N/A	N/A	SCM Processes	Letter of Award	30-Jun-17	Copy of Lease Agreement			
												R 0.00	R 0.00		R 0.00		R 0.00		R 10 000.00		N/A		
IED 10	LED 6		Manufacturing Sector	Support for Emerging Manufacturers	Ezinqoleni & Umuzwabantu	New	Number of Emerging Furniture Manufacturers provided with working material and equipment	2	1	R 70 000.00	N/A	N/A		Projects identified and selected	MANCO Extract noting the Project selection report and projects identified for assistance	Procurement Process	Copy of Ugu SPU Order Number	2	Copy of Invoices & beneficiary register	Monitoring and evaluation	MANCO Extract noting report		
													R 0.00	R 0.00		R 0.00		R 0.00		R 70 000.00		R 0.00	
IED 11	LED 6				Vulamehlo & Umdoni	New	Number of Emerging Clothing Manufacturers provided with working material and equipment	2	1	R 70 000.00	N/A	N/A		Projects identified and selected	MANCO Extract noting the Project selection report and projects identified for assistance	Procurement Process	Copy of Ugu SPU Order Number	2	Copy of Invoices & beneficiary register	Monitoring and evaluation	MANCO Extract noting report		
														R 0.00	R 0.00		R 0.00		R 70 000.00		R 0.00		R 0.00
IED 12	LED 6	HCM & Umzumbe		New project	Number of Emerging Block Manufacturers provided with block making machine and water storage	6	1	R 60 000.00	N/A	N/A	Internal Funding	Projects identified and selected	MANCO Extract noting the Project selection report and projects identified for assistance	Procurement Process	Copy of Ugu SPU Order Number	2	Copy of Invoices & beneficiary register	Monitoring and evaluation	MANCO Extract noting report				
												R 0.00	R 0.00		R 0.00		R 60 000.00		R 0.00		R 100 000		
IED 13	LED 8	Employment Creation	Creation of job opportunities	AI	100	Number of Job opportunities created through LED initiatives	100	1	R 0.00	N/A	N/A	Internal Funding	N/A	N/A	40	Extract of MANCO Noting job opportunities created	N/A	N/A	100	Extract of Minutes MANCO noting job opportunities created			
										R 0.00	R 0.00		R 0.00		R 0.00		R 0.00		R 0.00				
IED 14	LED 9	Research & Development	Economic Impact Study	AI	1	Date Africa Bike Week Economic Impact Study Completed	30-Jun-17	1	R 40 000.00	N/A	N/A	Internal Funding	N/A	N/A	Concept Document & Implementation Plan	Extract of MANCO Noting the Concept Document & Implementation Plan	Field Work Completed	Field Worker List	30 June 2017	Extract of Minutes of MANCO Noting the Report			
											R 0.00	R 0.00		R 0.00		R 0.00		R 20 000.00		R 20 000.00			
IED 15	LED 9		Sand Mining Development Program	AI	New project	Date Sand Miners Needs Analysis Completed	30-Jun-17	1	R 30 000.00	N/A	N/A	Internal Funding	Concept and Implementation Plan	Extract from Manco noting the Implementation Plan	Stakeholder Consultation	Attendance Register	Field Work Completed	Field Worker List	30 June 2017	Extract of Minutes of MANCO Noting the Report			
												R 0.00	R 0.00		R 0.00		R 0.00		R 30 000.00		R 0.00		
IED 16	LED 5		Unemployed Graduates Database Project	AI LMs		Date Unemployed Graduates Database Concept document completed	31-Mar-17	3	R 0.00	N/A	N/A	External Funding	Database Close-out report	Extract from Manco noting report	N/A	N/A	31 March 2017	MANCO Extract noting Concept Document	N/A	N/A			
											R 40 000.00		R 30 000.00		R 0.00		R 10 000.00		R 0.00				
IED 17	LED 5	LED Capacity Support to LMs	ALL	2 LM	Number of LED Interns placed in LMs	4	1	R 168 000.00	N/A	N/A	Internal Funding	N/A	N/A	4	Contracts	N/A	N/A	N/A	N/A				
											R 0.00	R 0.00	R 0.00		R 7 000.00		R 50 000.00		R 50 000.00		R 61 000.00		
IED 18	LED 10	Review of LED Sector Plans	LED Forum	AI	New project	Number of LED Forum held	4	1	R 10 000.00	N/A	N/A	Internal Funding	R 1.00	Minutes and Attendance Register	2	Minutes and Attendance Register	3	Minutes and Attendance Register	4	Minutes and Attendance Register			
											R 0.00	R 0.00		R 0.00		R 15 000.00		R 15 000.00		N/A			
IED 19	LED 10		LED Strategy Review	AI	Existing	Date LED Strategy reviewed	30-Jun-17	2	R 400 000.00	N/A	N/A	N/A	Procurement Process Commenced	Tender Evaluation Report	Appointment of Service Provider	Letter of Appointment	Draft LED Strategy Document	Extract of Minutes from MANCO noting draft Strategy	30 June 2017	Extract of Minutes of Portfolio Noting the Strategy			
												R 0.00	R 0.00		R 10 000.00		R 0.00		R 350 000.00		R 40 000.00		
IED 20	LED 10	LED Road-Shows	AI	New project	Number of LED Road-Shows Conducted	2	1	R 10 000.00	N/A	N/A	Internal Funding	N/A	N/A	Road-Shows Implementation Plan	Extract of Minutes of Portfolio-Committee Noting the Implementation Plan	1	Attendance Register & Road-Show Report	2	Attendance Register & Road-Show Report				
											R 0.00	R 0.00		R 0.00		R 0.00		R 5 000.00		R 5 000.00			
IED 21	LED 12	Tourism Development Program	South Coast Tourism Entity Activities	AI	New project	Number of SC Tourism Entity Activities Monitored	3	2	R 0.00	N/A	N/A	N/A	N/A	N/A	1	Extract of Minutes of Portfolio-Committee Noting the Monitoring Report	2	Extracts of Minutes of Portfolio Committee Noting the Monitoring Report	3	Extracts of Minutes of Portfolio Committee Noting the Monitoring Report			
												R 0.00	R 0.00	R 0.00		R 0.00		R 0.00		R 0.00			
IED 22			South Coast Development Agency	AI	New project	Number of SCDA Activities Monitored	3		R 0.00	N/A	N/A	N/A	N/A	N/A	1	Extract of Minutes of Portfolio-Committee Noting the Monitoring Report	3	Extract of Minutes of Portfolio Committee Noting the Monitoring Report	4	Extract of Minutes of Portfolio Committee Noting the Monitoring Report			

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SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: INFRASTRUCTURE AND ECONOMIC DEVELOPMENT																					
PERSON RESPONSIBLE: GENERAL MANAGER INFRASTRUCTURE AND ECONOMIC DEVELOPMENT																					
SDBIP REF	IDP REF	National KPAs	Programme	Measurable Objective	Ward	Baseline/Status Quo	Annual KPI	Annual Target	Weighting	Annual Budget Information				Quarterly Performance Targets							
										OPEX VOTE	CAPEX VOTE	REVENUE VOTE	Funding Source	Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	Q4	Q4 POE
IED 23	LED 13		Sports Development	Ug Sports and Leisure Centre	AI	Existing	Number of USLC Maintenance Operations monitored	4	2	R 0.00	R 0.00	R 0.00	N/A	R 0.00	Maintenance Inspection Report noted by MANCO	1	Maintenance Inspection Report noted by MANCO	R 0.00	Monitoring the report	R 0.00	Report
										R 0.00	R 0.00	R 0.00	N/A								Maintenance Inspection Report noted by MANCO
IED 24	CCI 2				AI	1320	Number of River Water Samples taken, and analysed	400	2	N/A	N/A	N/A	Internal Funding	100	laboratory reports	100	laboratory reports	100	laboratory reports	100	laboratory reports
										R 0.00	R 0.00	R 0.00		R 0.00						R 0.00	
IED 25	CCI 2				AI	New project	Number of WWTW / final effluent Water Samples taken, and analysed	228	2	N/A	N/A	N/A	Internal Funding	57	laboratory reports	114	laboratory reports	171	laboratory reports	228	laboratory reports
										R 0.00	R 0.00	R 0.00		R 0.00						R 0.00	
IED 26	CCI 2		Water Quality Monitoring	Water Sampling, testing & pollution	AI	New project	Number of Standpipe Water Samples taken, and analysed	240	2	N/A	N/A	N/A	Internal Funding	60	laboratory reports	120	laboratory reports	180	laboratory reports	240	laboratory reports
										R 0.00	R 0.00	R 0.00		R 0.00						R 0.00	
IED 27	CCI 2				AI	New project	Number of Borehole Water Samples taken, and analysed	100	1	N/A	N/A	N/A	Internal Funding	25	laboratory reports	50	laboratory reports	75	laboratory reports	100	laboratory reports
										R 0.00	R 0.00	R 0.00		R 0.00						R 0.00	
IED 28	CCI 2				AI	New project	Number of Water tankers & water tanks/opp tanks Samples taken, and analysed	232	2	N/A	N/A	N/A	N/A	58	laboratory reports	116	laboratory reports	174	laboratory reports	232	laboratory reports
										R 0.00	R 0.00	R 0.00		R 0.00						R 0.00	
IED 29	CCI 2		Sanitation Monitoring	Sanitation contraventions	AI	100%	Percentage Investigations, monitoring & control of effluent discharges	100%	1	R 0.00	R 0.00	R 0.00	N/A	100%	monitoring reports noted by MANCO	100%	monitoring reports noted by MANCO	100%	monitoring reports noted by MANCO	100%	monitoring reports noted by MANCO
										N/A	N/A	N/A		R 0.00						R 0.00	
IED 30	CCI 3				ALL	820	Number of Food Handlers /Event Caterers Awareness sessions held	40	1	R 60 000.00	R 0.00	R 0.00	ES/Internal	10	report noted by MANCO/ Attendance registers	20	report noted by MANCO/ Attendance registers	30	report noted by MANCO/ Attendance registers	40	report noted by MANCO/ Attendance registers
										320570-090-190	N/A	N/A		R 15 000.00		R 30 000.00		R 45 000.00		R 60 000.00	
IED 31	CCI 3				ALL	300	Number of Communicable Disease Sessions Held	300	1	R 25 000.00	R 0.00	R 0.00	ES/Internal	75	Report on Sessions Held noted by MANCO	150	Report on Sessions Held noted by MANCO	225	Report on Sessions Held noted by MANCO	300	Report on Sessions Held noted by MANCO
										320570-090-190	N/A	N/A		R 6 250.00		R 12 500.00		R 18 750.00		R 25 000.00	
IED 32	CCI 3		Environmental Health Education	Public Health Education & Awareness Workshop	ALL	120	Number of Chemical Safety Sessions held	120	1	R 25 000.00	R 0.00	R 0.00	ES/Internal	30	Report on Sessions Held noted by MANCO	60	Report on Sessions Held noted by MANCO	90	Report on Sessions Held noted by MANCO	120	Report on Sessions Held noted by MANCO
										320570-090-190	N/A	N/A		R 6 250.00		R 12 500.00		R 18 750.00		R 25 000.00	
IED 33	CCI 3				ALL	60	Number of PHAST Sessions Held	60	1	R 25 000.00	R 0.00	R 0.00	Internal Funding	15	Report on Sessions Held noted by MANCO	30	Report on Sessions Held noted by MANCO	45	Report on Sessions Held noted by MANCO	60	Report on Sessions Held noted by MANCO
										320570-090-190	N/A	N/A		R 6 250.00		R 12 500.00		R 18 750.00		R 25 000.00	
IED 34	CCI 3				ALL	300	Number of Water & Sanitation	300	2	R 25 000.00	R 0.00	R 0.00		75	Report on Sessions Held noted by MANCO	150	Report on Sessions Held noted by MANCO	225	Report on Sessions Held noted by MANCO	300	Report on Sessions Held noted by MANCO
										320570-090-190	N/A	N/A		R 6 250.00		R 12 500.00		R 18 750.00		R 25 000.00	
IED 35	CCI 3		Law Enforcement	Public Health By-Laws	N/A	Draft	Date by when Public Health By-laws gazetted	31 June 2017	2	R 110 000.00	R 0.00	R 0.00	Internal Funding	N/A	N/A	Public Participation	comments from public	By Laws submission to Council	Extract of Minutes of Council Meeting	31 June 2017	Copy of Advert
										321195-090-190	N/A	N/A				R 50 000.00		R 110 000.00			
IED 36	CCI 4				AI	100	Number of Microbial samples conducted	100	1	R 60 000.00	R 0.00	R 0.00	Internal Funding	SCM processes	Copy of Tender Advert	Appointment of Service Provider	Appointment Letter	50	Sampling Reports	100	sampling reports
										321552-090-190	N/A	N/A		R 0.00		R 0.00		R 33 000.00		R 60 000.00	
IED 37	CCI 4		Food Control	Inspections, actions/sessions	AI	700	Number of Inspections and actions taken	700	2	R 0.00	R 0.00	R 0.00	N/A	175	Inspection reports,	350	Inspection reports,	525	Inspection reports,	700	Inspection reports,
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
IED 38	CCI 5		Disposal of the Dead	Pauper burials	AI	100%	Percentage Qualifying paupers buried	100	1	R 100 000.00	R 0.00	R 0.00	Internal funding	100%	Invoice if requests received for pauper burial	100%	Invoice if requests received for pauper burial	100%	Invoice if requests received for pauper burial	100%	Invoice if requests received for pauper burial
										300171-010-020	N/A	N/A		R 35 000.00		R 50 000.00		R 75 000.00		R 100 000.00	
IED 39	CCI 6		Premises surveillance	Building Plans	AI	100%	Percentage Building Plans scrutinised	100	2	R 0.00	R 0.00	R 0.00	N/A	100%	Plans register per LM done, with an EH stamp	100%	Plans register per LM done, with an EH stamp	100%	Plans register per LM done, with an EH stamp	100%	Plans register per LM done, with an EH stamp
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
IED 40	CCI 6				AI	320	Number of Inspections conducted for health compliance	320	2	R 0.00	R 0.00	R 0.00	N/A	80	Inspection report,	160	Inspection reports,	240	Inspection reports,	320	Inspection reports,
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
IED 41	CCI 7		Communicable Disease Control	Communicable Disease Surveillance	AI	100%	Percentage investigation and reporting of Communicable Diseases investigated	100	1	R 0.00	R 0.00	R 0.00	N/A	100%	Reports/notification	100%	Reports/notification	100%	Reports/notification	100%	Reports/notification
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
IED 42			Waste Water Treatment Plant (WWTTP)	Inspections	AI	228	Number of WWTTPs Inspected	268	3	R 0.00	R 0.00	R 0.00	N/A	67	Inspection reports	134	Inspection reports	201	Inspection report	268	Inspection report
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
IED 43	CCI 8				AI	10	Percentage AELs considered for decision as per applications received	100	3	R 0.00	R 0.00	R 0.00	N/A	100%	Samples of copies of applications, Copies of AELs (if issued), Correspondences and info required	100%	Samples of copies of applications, Copies of AELs (if issued), Correspondences and info required	100%	Samples of copies of applications, Copies of AELs (if issued), Correspondences and info required	100%	Samples of copies of applications, Copies of AELs (if issued), Correspondences and info required
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
IED 44	CCI 8		Air Quality Management Plan Implementation	Atmospheric Emissions Licences Monitoring	AI	9 Atmospheric Emission licences issued	Number of Atmospheric Emission licences monitored (maintained)	10	1	R 0.00	R 0.00	R 0.00	N/A	10	Correspondences with licencees	10	Correspondences with licencees	10	Correspondences with licencees	10	1 Annual report on the state of compliance of all facilities
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	
IED 45	CCI 8				AI	None	Number of AQM forums workshops/year facilitated	2	1	R 0.00	R 0.00	R 0.00	N/A	n/a	n/a	1	Workshop minutes, agenda, Attendance register	N/A	N/A	2	Forum minutes, Attendance register, agenda
										N/A	N/A	N/A		R 0.00		R 0.00		R 0.00		R 0.00	



SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: INFRASTRUCTURE AND ECONOMIC DEVELOPMENT																						
PERSON RESPONSIBLE: GENERAL MANAGER INFRASTRUCTURE AND ECONOMIC DEVELOPMENT																						
SOBIP REF	IDP REF	National KPAs	Programme	Measurable Objective	Ward	Baseline Status Quo	Annual KPI	Annual Target	Weighting	Annual Budget Information				Quarterly Performance Targets								
										OPEX VOTE	CAPEX VOTE	REVENUE VOTE	Funding Source	Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	Q4	Q4 POE	
IED 46	CCI 8	Integrated Environmental Management (IEM)	Co-Management agreement for sugarcane burning	All	None	Date Agreement between Ugu and a civic organisation		30-Jun-17	1	R0,00	R0,00	R0,00	N/A	Draft an MoU	Draft MoU	Workshop MoU between Ugu and CGA	Progress report on the MoU	n/a	n/a	30 June 2017	Signed MoU	
IED 47	CCI 10		Climate Change Response	Climate Change Desktop Vulnerability survey and Response Strategy	All	none	Date Draft Climate Change Vulnerability Survey and Response Strategy developed	30-Dec-16	3		N/A	N/A	N/A	ES/Internal	R 0.00	Draft Strategy	30 December 2016	Adopted Strategy and Council Resolution	Implementation plan	Implementation plan	R 0.00	
											R 110 000.00	R 0.00	R110,000		R 110 000.00							
											320230-090-190-000-000	N/A	N/A		R 0.00						R 0.00	
IED 48	CCI 11		Integrated Environmental Management (IEM)	Implementation of Environmental Management Programme (EMPr)	N/A	EMPr Workshops, 16 projects/annum	Number of Projects/cases of compliance (non)		16	2	N/A	R 0.00	R 0.00	N/A	4	Compliance reports to MANCO, site meeting registers	4	Compliance reports to MANCO, site meeting registers	4	Compliance reports to MANCO, site meeting registers	4	Annual compliance report to MANCO
IED 49	CCI 11			Biodiversity/Env Management Programme	N/A	None	Date Biodiversity/Env Management Programme developed	30 June 2017	1	R515,200	N/A	N/A	ES/Internal	Terms of Reference	Terms of Reference	SCM processes	Proof of SCM processes	Appointment of service provider, Inception meeting	Record of Appointment, Inception report (minutes)	30-Jun-17	Draft Biodiversity/Env. Management Programme	
										320475-090-190				R20,000	R 0.00	0						
IED 50	CCI 11			Environmental protection and biodiversity management	Vulamehlo & Umzumbe	1 pilot-Umzumbe & Vulamehlo LM	Number of Problem (bushpigs) animals management projects implemented	2	2	R300,000	R 0.00	R 0.00	ES/Internal	SCM processes	Proof of SCM processes	Appointment of service Provider, Inception	Appointment record, Inception report	1	Progress reports to MANCO	2	Progress reports to MANCO	
320146-090-190	N/A									N/A			R150,000.00	R150,000.00								
IED 51	CCI 11			Pilot - Co-Management initiative with civic organisation for pollution management	Umdoni and HCM	None	Date pilot co-management initiative with 1 civic organisation	30-Jun-17	1	R0,00	N/A	N/A	MIG/WSO	1 workshop with 1 conservancy	Workshop report to MANCO / minutes of the workshop	Draft a delivery plan / agreement	Draft a delivery plan / draft agreement	N/A	N/A	30-Jun-17	Final plan/Agreement	
IED 52	CCI 11									Audit of current environmental sector plan implementation	N/A	IWMP Audit	Number of current env. sector plans implementation audited	2	2	R0,00	R0,00	R0,00	N/A	Develop audit plan	Audit plan	Consultation process on audit plan
				n/a	N/A	N/A		R0,00								R0,00		R0,00		R0,00		
IED 53	CCI 12			Integrated Coastal Management	Facilitate coastal management stakeholder forum	N/A	1 forum, 3 meetings/annum	Number of Coastal management stakeholder forum workshops facilitated	4	1	R 7 380	R 0.00	R 0.00	ES/Internal	1	Forum minutes; attendance register	2	Forum minutes; attendance register	3	Forum minutes; attendance register	4	Forum minutes; attendance register
IED 54	CCI 13										Facilitate Invasive Alien Species (IASP) Forum	All	1 forum, 4 meetings/workshops	Number of Invasive Alien Species (IASP) stakeholder forum workshops facilitated	2	1	R 0.00	R 0.00	R 0.00	ES/Internal	1	Forum minutes; attendance registers
			N/A	N/A	N/A		R 0.00		R 0.00										R 50 000.00			
IED 55	CCI 13	Environmental Education and Awareness	Public Campaigns	All	5	Number of External Public campaigns organised	5	1	R 184 000.00	R 0.00	R 0.00	ES/Internal	1	Campaign programme; e-mail correspondences, attendance register	2	Campaign programme; e-mail correspondences, attendance register	4	Campaign programme; e-mail correspondences, attendance register	5	Campaign programme; e-mail correspondences, attendance register		
320470-090-190	N/A								N/A		R 46 000.00		R 92 000.00		R 138 000.00		R 184 000.00					
IED 56	CCI 13		International Environmental days	All	5	Number of International Environmental calendar days celebrated	4	3	R 0.00	R 0.00	R 0.00	N/A	1	Campaign programme; e-mail correspondences, attendance register	2	Campaign programme; e-mail correspondences, attendance register	3	Campaign programme; e-mail correspondences, attendance register	4	Campaign programme; e-mail correspondences, attendance register		
IED 57	CCI 13								Eco-/Green office	All	3 workshops, paper recycling project with Aux Services	Number of Eco-/Green office initiatives (internal education) implemented	2	1	R 0.00	R 0.00	R 0.00	N/A	Evaluation of previous education; Mini-survey of environmental awareness	Survey methodology	Cleaning contractors workshop; Pilot project plan for officials	Outcomes report, attendance register; Pilot plan for officials
		N/A	N/A	N/A		R 0.00		R 0.00								R 0.00		R 0.00				
IED 58	CCI 13	School Env Education Programme (SEEPRO)	All	15 SEEPRO Schools	Number of Schools enrolled for SEEPRO		20	2	R0,00	R0,00	R0,00	N/A	Maintain 15 schools membership	List/Database of school, e sample of 5% their env portfolio	n/a	n/a	Workshop and award SEEPRO schools; Annual Report, attendance register of Award Ceremony/Summit	Enroll and maintain 20 schools membership	List/Database of schools, 5% sample of their env portfolio			
										N/A	N/A	N/A		R0,00		R0,00		R0,00		R0,00	Report submitted to Vendor Committee	
IED 59	MPVM 5	Municipal Financial Viability and Management	Supply Chain Management	Vendor Management	N/A	New	Percentage compliance with Vendor Management Committee submissions	100	1	N/A	N/A	N/A	N/A	100%	Report submitted to Vendor Committee	100%	Report submitted to Vendor Committee	100%	Report submitted to Vendor Committee	100%	Report submitted to Vendor Committee	
IED 60	MPVM 8		Expenditure Management	Payment of Creditors within 30 days	N/A	New	Percentage compliance to submission of invoices within 10 days of receipt of invoice	100	1	N/A	N/A	N/A	N/A	100% compliance in submission of invoices	Monthly Departmental control sheet	100% compliance in submission of invoices	Monthly Departmental control sheet	100% compliance in submission of invoices	Monthly Departmental control sheet	100% compliance in submission of invoices	Monthly Departmental control sheet	
		R 0.00								R 0.00	R 0.00		R 0.00		R 0.00		R 0.00		R 0.00			
IED 61	MTID 1	Organisational Performance Management System	OPMS Quarterly Reviews	N/A	New	Percentage Compliance with submission of performance information	100	1	N/A	N/A	N/A	N/A	100%	Acknowledgement Letter from PMS	100%	Acknowledgement Letter from PMS	100%	Acknowledgement Letter from PMS	100%	Acknowledgement Letter from PMS		
IED 62	MTID 1								Adoption of Annual Report	N/A	New	Percentage Compliance with submission of Annual Report completion	100	1	N/A	N/A	N/A	N/A	100%	N/A	100%	Acknowledgement of Submission of information from PMS Office
			R 0.00	R 0.00	R 0.00		R 0.00								R 0.00		R 0.00		R 0.00			
IED 63	MTID 5		Labour Relations	Labour Unrest	N/A	New	Number of Management/Union meetings by HOD	4	1	N/A	N/A	N/A	N/A	1	Minutes, Attendance Register	1	Minutes, Attendance Register	1	Minutes, Attendance Register	1	Minutes, Attendance Register	
IED 64	MTID 5	Labour Unrest								N/A	New	Number of General Staff meetings	2	1	N/A	N/A	N/A	N/A	1	Minutes, Attendance Register		N/A
				R 0.00	R 0.00	R 0.00		R 0.00							R 0.00		R 0.00		R 0.00			
IED 65	MTID 5	Departmental Meetings		Number of Departmental meetings	N/A	New		8	1	N/A	N/A	N/A	N/A	2	Minutes, Attendance Register	2	Minutes, Attendance Register	2	Minutes, Attendance Register	2	Minutes, Attendance Register	
IED 66	MTID 8		Fleet Management							Fleet utilisation	N/A	New	Percentage compliance with trip authorisation in respect of fleet utilisation	100	1	N/A	N/A	N/A	N/A	100%	Summary report of Trip authorisations compliance	100%
		R 0.00		R 0.00	R 0.00		R 0.00		R 0.00								R 0.00		R 0.00			
IED 67	MTID 15			N/A	New	Percentage compliance with submission of reports on rigorous action within 14	100	1	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)		

Handwritten signature and initials.



SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: INFRASTRUCTURE AND ECONOMIC DEVELOPMENT																					
PERSON RESPONSIBLE: GENERAL MANAGER INFRASTRUCTURE AND ECONOMIC DEVELOPMENT																					
SDBIP REF	IDP REF	National KPIs	Programme	Measurable Objective	Ward	Baseline Status Quo	Annual KPI	Annual Target	Weighting	Annual Budget Information			Quarterly Performance Targets								
										OPEX	CAPEX	REVENUE	Funding Source	Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	Q4	Q4 POE
										R 0.00	R 0.00	R 0.00		R 0.00		R 0.00		R 0.00		R 0.00	
IED 68	MTD 16		Legal Compliance	Litigation cases instituted against municipality	NA	New	Percentage litigation cases instituted against municipality responded to within one week	100	1	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	
IED 69	GGPP 2		District Wide Intergovernmental Relations	Functional IGR Structures	NA	New	Percentage compliance by IED on submission of IGR reports within the required timeframes	100	1	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	
IED 70	GGPP 8	Good Governance & Public Participation	Internal Auditing	Monitoring implementation of AG (SA) Management Corrective Action Plan	NA	New	Percentage reduction AG queries	100	1	N/A	N/A	N/A	N/A	100%	Proof of notification Proof of submission (Email) AND Acknowledgement of receipt of complete information	100%	Proof of notification Proof of submission (Email) AND Acknowledgement of receipt of complete information	N/A	N/A	N/A	N/A
										R 0.00	R 0.00	R 0.00		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 and initials.