



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 JULY 2015 - 30 JUNE 2016

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 Zakithi Mbonane, **General Manager: Infrastructure and Economic Development** of the UGU District Municipality (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

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

2. PURPOSE OF THIS AGREEMENT

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



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

4. PERFORMANCE OBJECTIVES

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

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

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

5. PERFORMANCE MANAGEMENT SYSTEM

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



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

No	Key Performance Area	Weight
1	Municipal Financial Viability and Management	-
2	Municipal Institutional Development and Transformation	-
3	Local Economic Development	36
4	Basic service delivery	-
5	Good Governance and Public Participation	1
6	Cross-cutting Intervention	63
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	5
5	Change Leadership	15
6	Government leadership	5
7	Moral competence	5
8	Planning and organising	10
9	Analysis And innovation	10
10	Knowledge and information management	5
11	Communication	5
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.
- 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 due regard to ad hoc tasks that had to be performed under the KPA. with
 - 6.5.1.2 An indicative rating on the five-point scale should be provided for each KPA.
 - 6.5.1.3 The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.
 - 6.5.2 Assessment of the CFS's
 - 6.5.2.1. Each CFS should be assessed according to the extent to which the specified standards have been met.

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

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

6.5.3 Overall rating

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

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	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;

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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 2015
Second quarter	:	October-December 2015
Third quarter	:	January-March 2016
Fourth quarter	:	April-June 2016

7.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made.

7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

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- 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 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



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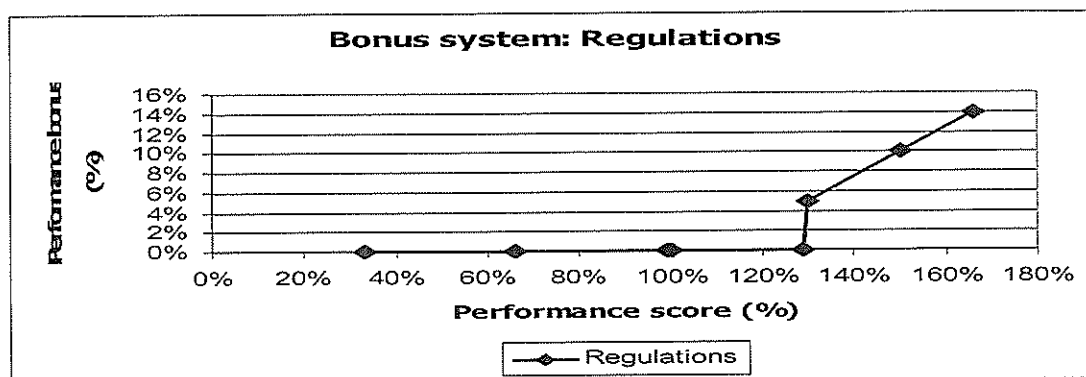
11.3.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry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

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-

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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

In the case of the General Manager, the Mayor for the municipality or his/her designated person, whose decision shall be final and binding to both parties, within thirty (30) days of receipt of a formal dispute from the employee shall resolve on the dispute.

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.

UGU District Municipality

Thus done and signed at Ostlo Beach on this the 31st day
July of 2015

AS WITNESSES:

1. 

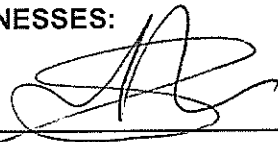
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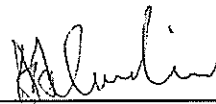
EMPLOYEE

Thus done and signed at Port Shepstone on this the 31st day of
July 2015

AS WITNESSES:

1. 

2. 



MUNICIPAL MANAGER

PERSONAL DEVELOPMENT PLAN (PDP)

Entered into by and between

MR DD NAIDOO

["the Employer"]

and

MS ZAKITHI MBONANE

["the Employee"]

Personal Development Plan

1.1.1 UGU District Municipality is committed to –

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

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

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

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

1.1.4 Compiling the Personal Development Plan attached as Appendix.

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

- 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*

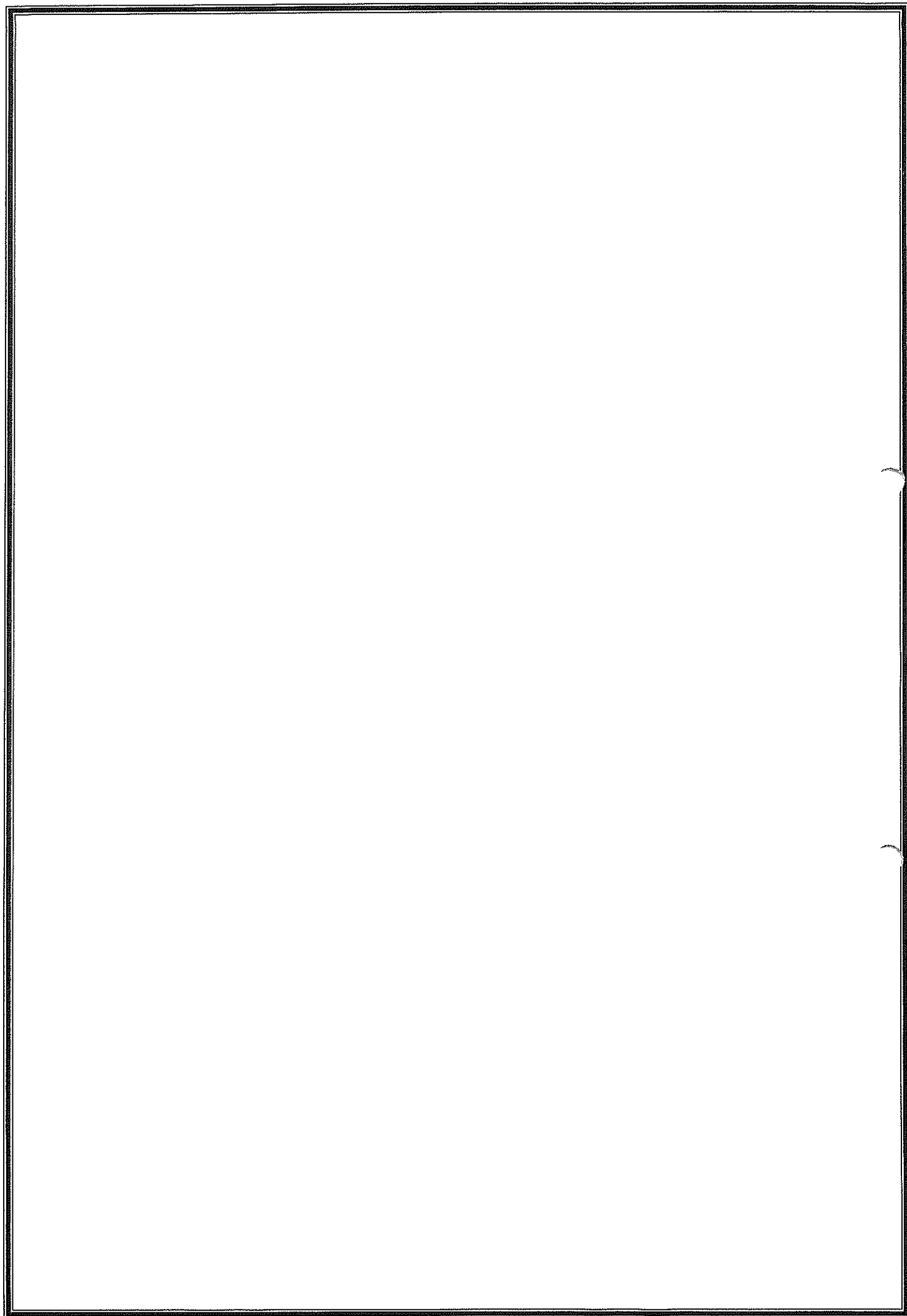
Appendix A

Compiled on (Date): *01 July 2015*

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
Computer: Microsoft applications	Up-skilling; Efficiency;	ICDL and MS Projects	2 day Executive training per module	31 December 2015	Daily work responsibilities	Municipal Manager
Language and Communication	Up-skilling; increased communication skills internally and externally	English Language Communication	1 year course from recognized institution	30 June 2016	Daily work responsibilities	Municipal Manager

HOD's Signature: _____

Municipal Manager's Signature: _____



- 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.

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

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

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

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	

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

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

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

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

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

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	

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	



PERFORMANCE PLAN

Entered into by and between

UGU DISTRICT MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER

MR DD NAIDOO

AND

MS ZAKITHI MBONANE

THE EMPLOYEE OF THE MUNICIPALITY

GENERAL MANAGER INFRASTRUCTURE AND ECONOMIC DEVELOPMENT
PERIOD: 01 JULY 2015– 30 JUNE 2016

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		People management	5
3	Local Economic Development	36	Programme and Project Management	15
4	Municipal Financial Viability and Management		Financial Management	5
5	Good Governance and Public Participation	1	Change Leadership	15
6	Cross-cutting Intervention	63	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

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: 31/07/2015

Signed by the Municipal Manager on behalf of the Municipality


Date: 31/07/2015

INFRASTRUCTURE & ECONOMIC DEVELOPMENT SDBIP 2015/2016

PERSON RESPONSIBLE: GENERAL MANAGER LED

SDBIP REF	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Weighting	Quarterly Performance Targets							Q4 POE
											Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	Q4	
IED 1	LED 1		Renewable Energy	alternative energy support Initiative	N/A	New project	Informal Traders/Cale rers Supported	Number	180	2	Needs Assessment & Implementation Plan	Extract of MANCO noting Needs Assessment Report & Implementati on Plan	SCM process. Purchase of Items.	Order number	Distribution of Items to target beneficiaries	Invoice received from service provider	N/A	N/A
											R 0.00		R 0.00		R 60 000.00		N/A	
IED 2	LED 3		Creative Industry Sector	Arts, Film, and Video Programme	All	New project	AFVF talent search Programmes Co-ordinated	Number	3	1	Inception Report & Implementation Plan	Extract of Minutes of MANCO noting the Inception Report & Implementati on Plan	1 Programme Coordinated	Minutes and Attendance register, Photos	2 Programme Coordinated	Minutes and Attendance register, Photos	3 Programme Coordinated	Minutes and Attendance register, Photos
											R 0.00		R3 334.00		R 6 666.00		R 10 000.00	
IED 3	LED 3			Promote participation of local artists in local festivals and events	All	New project	Local artists featured in Musical Festivals	Number	10	1	Inception Report & Implementation Plan	Extract of Minutes of MANCO noting the Inception Report & Implementati on Plan	2 Artists	Artists Performance Contracts	3 Artists	Artists Performance Contracts	5 Artists	Artist performance contract
											R 0.00		R 20 000.00		R 60 000.00		R 1 000 000.00	
IED 4	LED 4		SMME Sector	SMME and Co-operative Development	All	80	SMME's Trained	Number	30	1	Inception/Conc ept Report & Implementation Plan	Extract of MANCO noting Needs Assessment Report & Implementati on Plan	10	Attendance Register and training report adopted by Manco and noted by portfolio committee	20	Attendance Register and training report adopted by Manco and noted by portfolio committee	30	Attendance Register and training report adopted by Manco and noted by portfolio committee
											R 0.00		R 3 000.00		R 6 000.00		R 10 000.00	
IED 5	LED 4				All		Cooperatives trained	number	30	1	Inception/Conc ept Report & Implementation Plan	Extract of MANCO noting Needs Assessment Report & Implementati on Plan	10	Attendance Register and training report adopted by Manco and noted by portfolio committee	20	Attendance Register and training report adopted by Manco and noted by portfolio committee	30	Attendance Register and training report adopted by Manco and noted by portfolio committee
											R 0.00		R 2 000.00		R 4 000.00		R 6 000.00	

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INFRASTRUCTURE & ECONOMIC DEVELOPMENT SDBIP 2015 / 2016

PERSON RESPONSIBLE: GENERAL MANAGER/IED

SDBIP REF	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Weighting	Quarterly Performance Targets								Q4 POE
											Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	Q4		
IED 6	LED 4				All		SMME's participated in local Festival and Events	Number	6	2	N/A	N/A	N/A	N/A	Implementatio n plan	Extract from Manco noling implementati on Plan	6 SMME's allocated trading spaces	List of Traders	
											R 0.00		R 0.00		R 5 000.00		R 10 000.00		
IED 7	LED 5		Agricultural Support and Development	High Potential Ingonyama Trust Land	All	New project	Rural Agricultural production projects Developed	Number	6	2	Inception/Concept Report & Implementation Plan with Project ID List	Extract of MANCO noling Needs Assessment Report & Implementation on Plan	2 Projects Developed	Extracts of Minutes of MANCO Meeting Noling Progress Report	4 Projects Developed	Extracts of Minutes of MANCO Noling progress Report	6 Projects Developed	Extracts of Minutes of MANCO Noling Progress Report	
											R 0.00		R 60 000.00		R 120 000.00		R 200 000.00		
IED 8	LED 5			Tea Tree Project	Ezingweni Ward 1	1	Irrigation Infrastructure Improved	Percentage	100	2	Inception Report with Technical Specifications	Inception Report with Technical Specifications	N/A	N/A	50 Percent Completion	Extracts of MANCO Minutes Noling the Progress Report	100 percent Com	Technical Report.	
											R 0.00		R 0.00		R 50 000.00		R 100 000.00		
IED 9	LED 5			Production of tea tree oil	Ezingweni Ward 1	4000	Litres of tea tree oil produced	Number	3000	2	N/A	N/A	N/A	N/A	N/A	N/A	3000 litres produced	Production records	
											R 0.00		R 0.00		R 0.00		R 0.00		
IED 10	LED 5			GIS Mapping of Agricultural Projects	Umzumbe	New project	Agricultural Projects Identified and mapped	1	1 Local Municipality	2	Inception Report and Implementation Plan	Extract of Minutes of MANCO Noling the Inception Report	Project Implementation	Extract of minutes of Manco noling the progress report.	N/A	N/A	Report completed	Extract of Minutes of Manco noling the close out report	
											R 0.00		R 50 000.00		R 0.00		R 90 000.00		
IED 11	LED 5			Provision of Infrastructure at Horse Shoe Farm	Ezingweni	New project	Toilet and storeroom constructed at Horse Shoe Farm	Percentage	100%	2	Advertisement of Service	Attendance Register for briefing session	Appointment of Service Provider.	Appointment of minutes of Letter.	Commencement of construction	Contractors report	Storeroom and toilet 100% completed	Completion certificate	
											R 10 000.00		N/A		R 60 000.00		R 100 000.00		
IED 12	LED 5			Ugu Fresh Produce Market	Ward 20		Ugu Fresh Produce Market leased to an implementing agent	Date	30-Jun-16	1	Terms of Reference developed by 30 Sept 2015	Extract from Bid Spec.	Tender advertised by 30 Dec 2015	Copy of Advert	Bid evaluation and Adjudication Committees concluded their work by 30 Mar 2016	Extract from BAC and BEC	Ugu Fresh Produce Market leased by 30 June 2016	Signed Lease agreement	
											R 0.00		R 10 000.00		R 0.00		R 0.00		

L O C A L E C O N O M I C D E

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INFRASTRUCTURE & ECONOMIC DEVELOPMENT SDBIP 2015 / 2016

PERSON RESPONSIBLE: CHIEF MANAGER / LED

SDBIP REF	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Weighting	Quarterly Performance Targets								Q4 POE
											Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	Q4		
IED 19	LED 9			LED Strategy Review	All	Outdated LED Strategy	LED Strategy reviewed	Date	30-Jun-16	2	stakeholder consultation workshops conducted by 30 Sept 2015 R 20 000	Attendance register	LED Final Draft strategy completed by 30 Dec 2015 N/A	Draft report circulated for comments	LED Strategy completed by 30 Mar 2016 R 0.00	EXCO resolution adopting Strategy	Strategy booklet printed by 30 June 2016 R 50 000	Final strategy booklet distribution plan and LED strategy	
IED 20	LED 9			LED Webpage	All	Operational Webpage	Webpage operational and updated	Date	30-Jun-16	1	Content reviewal R 0.00	webpage screenshot	Content update completed R 0.00	Webpage screenshot	Updated and operational webpage R 0.00	Webpage screenshot	Updated and operational webpage R 0.00	Webpage screenshot	
IED 21	LED 13		Development Agency Formation	Establishment of Ugu South Coast Development Agency	All	New project	Ugu Development Agency SLA signed	Date	31-Dec-14	2	Strategic Session Workshop conducted by 30 Sept 2015 R 0.00	Attendance register	Agency Registration Process completed by 31 Dec 2015 R 0.00	Registration certificate	Draft SLA between Agency and Mother Body developed by 30 Mar 2016 R 0.00	Draft SLA	SLA signed by 30 Jun 2016 R 0.00	Extract of Minutes of MANCO noting theSLA	
IED 22	LED 9		Research and development	GDS Implementation Plan	All	New project	Appointment of GDS Commissioners	Date	31-Dec-15	2	Selection Committee appointed by 30 Sept 2015 R 0.00	Extract from Exco	50% of GDS Commissioners appointed by 31 Dec 2015 R 0.00	N/A	100% GDS Commissioners appointed by 30 Mar 2016 R 0.00	N/A	N/A	N/A	
IED 23	LED 9				All	New project	GDS Team workshops conducted	Number	2	1	N/A R 0.00	N/A	N/A R 0.00	N/A	1 R 300 000.00	Workshop report and attendance register	2 R 600 000.00	Workshop report and attendance register	
IED 24	CCI 2		Water Quality Monitoring	Water Sampling, testing & pollution	All	800	River Water Samples taken, and analysed	Number	276	1	69 R 10 000.00	laboratory reports adopted by MANCO	138 R 0.00	laboratory reports adopted by MANCO	207 R 20 000.00	laboratory reports adopted by MANCO	276 R 30 746.00	laboratory reports adopted by MANCO	
IED 25	CCI 2				All	New project	Reservoir/WWTW Water Samples taken and	Number	276	1	69	laboratory reports adopted by MANCO	138	laboratory reports adopted by MANCO	207	laboratory reports adopted by MANCO	276	laboratory reports adopted by MANCO	

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INFRASTRUCTURE & ECONOMIC DEVELOPMENT SDBIP 2016 / 2016

PERSON RESPONSIBLE: GENERAL MANAGER/ED

SDBIP REF	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Weighting	Quarterly Performance Targets				Q4 POE
											Q1	Q2	Q3	Q4	
IED 26	CCI 2				All	New project	Standpipe Water Samples taken, and analysed	Number	40	1	R 5 000.00	R 10 000.00	R 25 000.00	R 30 000.00	
											10	20	30	40	laboratory reports adopted by MANCO
IED 27	CCI 2				All	New project	Borehole Water Samples taken, and analysed	Number	84	1	R 7 500.00	R 15 000.00	R 22 500.00	R 30 000.00	laboratory reports adopted by MANCO
											21	42	63	84	laboratory reports adopted by MANCO
IED 28	CCI 2				All	New project	Water tankers Samples taken, and analysed	Number	324	1	R 7 500.00	R 15 000.00	R 22 500.00	R 30 000.00	laboratory reports adopted by MANCO
											81	162	243	R 324	laboratory reports adopted by MANCO
IED 29	CCI 3		Environmental Education	Sanitation compliance		10	Projects monitored for sanitation compliance	Number	10	2	R 0.00	R 0.00	R 0.00	R 0.00	Monitoring reports adopted by Manco
											2	5	8	10	Monitoring reports adopted by Manco
IED 30	CCI 3		Workshops, awareness sessions and campaigns		ALL	8	Environment at Health EducationW orkshops, awareness sessions and campaigns Conducted	Number	15	1	R 4 822.75	R 9 645.50	R 14 468.25	R 19 291.00	Reports adopted by Manco and Attendance registers
											4	6	12	16	Reports adopted by Manco and Attendance registers
IED 31	CCI 3		Public Health By-Laws		N/A	Draft	Public Health By-Laws & Implementation Plan adopted	Date	30-Mar-15	1	Public Participation meetings conducted by 30 Sept 2015	N/A	By-laws adopted by MANCO, EXCO and Council by 30 Mar 2016	Implementation Plan adopted by Manco by 20 June 2016	Extract from Manco adopting the implementation plan
											R 50 000.00	R 0.00	R 0.00	R 77 164.00	
IED 32	CCI 4		Food control	Create awareness at Food outlets	All	New project	Food control sessions conducted	number	80	1	20	40	60	80	Reports adopted by MANCO
															Reports adopted by MANCO

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INFRASTRUCTURE & ECONOMIC DEVELOPMENT SDBIP 2015/ 2016

PERIOD RESPONSIBLE GENERAL MANAGER: ED

SDBIP REF	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Weighting	Quarterly Performance Targets							Q4 POE	
											Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	Q4		
				and Industries on Swabbing/Microbial detection	All	100	Microbial samples conducted	number	100	1	R 0.00	25	Reports adopted by MANCO	R 0.00	50	Reports adopted by MANCO	100	Reports adopted by MANCO	R 0.00
IED 33	CCI 4			Food handlers education workshop and sessions	All	4	Food Handlers Education workshops conducted	number	8	1	3	Attendance Register	4	Attendance Register	6	Attendance Register	8	Attendance Register	
											R 4 822.75	R 9 645.50			R 14 468.25		R 19 291.00		
IED 35	CCI 4			Inspections, actions/sessions	All	160	Inspections and actions taken	Number	320	2	80	Inspection reports,	160	Inspection reports,	240	Inspection reports,	320	Inspection reports,	
											R 0.00	R 0.00			R 0.00		R 0.00		
IED 36	CCI 5		Disposal of the Dead	Pauper burials	All	16	Qualifying paupers buried	Percentage	100%	1	100%	Invoice and list of paupers approved and resolution of Manco adopting pauper burial report	100%	Invoice and list of paupers approved and resolution of Manco adopting pauper burial report	100%	Invoice and list of paupers approved and resolution of Manco adopting pauper burial report	100%	Invoice and list of paupers approved and resolution of Manco adopting pauper burial report	
											R 25 000.00	R 50 000.00			R 75 000.00		R 100 000.00		
IED 37	CCI 6		Premises surveillance	Building Plans	All	400	Building Plans scrutinised	number	300	3	75	Plans register per LM done, with an EH stamp.	150	Plans register per LM done, with an EH stamp.	225	Plans register per LM done, with an EH stamp.	300	Plans register per LM done, with an EH stamp.	
											R 0.00	R 0.00			R 0.00		R 0.00		
IED 38	CCI 6		Public and Private Facilities		All	160	Inspections conducted for health compliance	number	320	3	80	Reports adopted by Manco	160	Reports adopted by Manco	240	Reports adopted by Manco	320	Reports adopted by Manco	
											R 0.00		R 0.00		R 0.00		R 0.00		
IED 39	CCI 7		Communicable Disease Control	Communicable Disease Surveillance	All	6	Investigation and reporting	Percentage	100%	3	100%	Reports adopted by Manco	100%	Reports adopted by Manco	100%	Reports adopted by Manco	100%	Reports adopted by Manco	

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PERSON RESPONSIBLE: GENERAL MANAGER IED

SDBIP REF	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Weighting	Quarterly Performance Targets								Q4 POE	
											Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	Q4			
							Communicable Diseases investigated				R 0.00		R 0.00		R 0.00		R 0.00			
IED 40	CCI 3		Water Quality Monitoring	Surveys and sampling	All	New project	Inspections conducted	Number	23	2	23	Reports adopted by Manco	23	Reports adopted by Manco	23	Reports adopted by Manco	23	Reports adopted by Manco		
											R 0.00		R 0.00		R 0.00		R 0.00			
IED 41	CCI 7		Communicable Disease Control	Communicable Disease Control	n/a	120	Health and hygiene education workshops conducted	Number	120	2	30	Attendance registers and evaluation reports	60	Attendance registers and evaluation reports	90	Attendance registers and evaluation reports	120	Attendance registers and evaluation reports		
											R 0.00		R 0.00		R 0.00		R 0.00			
IED 42	CCI 3		Environmental Health Education	ALL	N/A	New project	STOP sessions conducted	Number	120	2	30	Attendance registers and evaluation reports	60	Attendance registers and evaluation reports	90	Attendance registers and evaluation reports	120	Attendance registers and evaluation reports		
											R 0.00		R 0.00		R 0.00		R 0.00			
IED 43	CCI 3		Environmental Health Education	ALL	N/A	New project	PHAST Methodology conducted	Number	12	1	3	Attendance registers and evaluation reports	6	Attendance registers and evaluation reports	9	Attendance registers and evaluation reports	12	Attendance registers and evaluation reports		
											R 0.00		R 0.00		R 0.00		R 0.00			
IED 44	CCI 11		Environmental Impact management	ALL	N/A	New project	Water and sanitation awareness Campaigns conducted	Number	120	2	30	Attendance registers and evaluation reports	60	Attendance registers and evaluation reports	90	Attendance registers and evaluation reports	120	Attendance registers and evaluation reports		
											R 0.00		R 0.00		R 0.00		R 0.00			
IED 45	CCI 8	C R O S S - C U T T	Air Quality Management plan implementation	Atmospheric Emissions Licensing - Issuing	All	9	AELs considered for decision as per applications received	Percentage	100%	1	100% AELs considered for decision as per applications received	Samples of copies of applications; decision as per applications; Copies of AELs (if issued); Correspondence and info required	100% AELs considered for decision as per applications; decision as per applications; Copies of AELs (if issued); Correspondence and info required	100% AELs considered for decision as per applications; decision as per applications; Copies of AELs (if issued); Correspondence and info required	100% AELs considered for decision as per applications; decision as per applications; Copies of AELs (if issued); Correspondence and info required	100% AELs considered for decision as per applications; decision as per applications; Copies of AELs (if issued); Correspondence and info required	100% AELs considered for decision as per applications; decision as per applications; Copies of AELs (if issued); Correspondence and info required	Samples of copies of applications; decision as per applications; Copies of AELs (if issued); Correspondence and info required	100% AELs considered for decision as per applications; decision as per applications; Copies of AELs (if issued); Correspondence and info required	100% AELs considered for decision as per applications; decision as per applications; Copies of AELs (if issued); Correspondence and info required

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INFRASTRUCTURE & ECONOMIC DEVELOPMENT SDBIP 2015/2016

PERSON RESPONSIBLE: GENERAL MANAGER IED

SDBIP REF	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Weighting	Quarterly Performance Targets						Q4 POE
											Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	
IED 46	CCI 8	I N G I N T E R V E N T I O N S	Air Quality Management	Atmospheric Emissions Licences Monitoring	All	9 Atmospheric Emission Licences issued	Atmospheric Emission licences monitored	Number	9	2	Monitor 9 licences	Corresponde nces with licencees and reports on state of compliance adopted by Manco	Monitor 9 licences, hold individual sessions with licencees on state of compliance adopted by Manco	Corresponde nces with licencees and reports on state of compliance adopted by Manco	Monitor 9 licences, hold individual sessions with licencees on state of compliance adopted by Manco	Corresponde nces with licencees and reports on state of compliance adopted by Manco	
IED 47	CCI 8											R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	
IED 48																	
IED 49	CCI 9																
IED 50	CCI 10																
IED 51	CCI 11																

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INFRASTRUCTURE & ECONOMIC DEVELOPMENT SDBIP 2015/ 2016

SECTION RESPONSIBLE: GENERAL MANAGER, IED

SDBIP REF	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Weighting	Quarterly Performance Targets				Q4 POE
											Q1	Q2	Q3	Q4	
			University Conservation Management	University Conservation Management							R 0.00	R 0.00	R 0.00	R 0.00	R 0.00
IED 52	CCI 11		University Conservation Management	University Conservation Management	Ward 18- HCM	None	UMMP adopted	Date	30 June 2016	2	Status Quo Report R25,721	Final UMMP R51, 443	Adoption of UMMP R77, 164	Implementation monitoring 0	Implementation on report
IED 53	CCI 11		University Conservation Management	University Conservation Management	N/A	16 WS compliant project/cases of compliance (ton)	Projects/cases checked for environmental compliance	Number	16	2	4 projects/cases R 0.00	8 projects/cases R 0.00	12 projects/cases R 0.00	16 projects/cases R 0.00	Compliance reports, and annual report on env compliance
IED 54	CCI 11		University Conservation Management	University Conservation Management	All	Env Report (Desired state of Env & Env. Management Zones)	Environmental Management Framework (EMF) adopted	Date	30-Jun-16	2	Finalise dispute resolution with service provider R 0.00	SCM processes R 10 000	Strategic EMP stage R 180 000.00	Final EMP and adoption by 30 June 2016 R 169 298.00	EMF Executive Summary; PSC/PMT minutes; Close-out report
IED 55	CCI 12		Integrated Coastal management	Coastal management projects	HCM Ward 01, 02; 05; 03; 18; 16; Umzumbe ward 18 and 16	2 externally funded projects	Coastal management projects coordinated	Number	2	1	2 R 0.00	2 R 0.00	2 R 0.00	2 R 0.00	Progress quarterly reports
IED 56	CCI 12		Integrated Coastal management	Coastal management stakeholder forum	N/A	1 forum; 3 meetings/annum	Coastal management stakeholder forum workshops conducted	Number	4	1	1 R 2 893.00	2 R 2 893.00	3 R 2 893.00	4 R 2 893.00	Forum minutes; attendance register
IED 57	CCI 13		Env protection and biodiversity	Problem (Bushpigs) Animals Management	Vulamehlo & Umzumbe	1 pilot-Vulamehlo LM	Problem (bushpigs) animals management	Number	1	2	1 project (Umzumbe)	Project monitoring	Evaluation and extension of the project	Inception report; close-out report of the 1st	Inception report; close-out report of the 1st

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SECTION RESPONSIBLE: GENERAL MANAGER IED

SDBIP REF	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline Status Quo	Annual KPI: Output	Annual KPI: Measure	Annual Target	Weighting	Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	Q4	Q4 POE
			management				projects implemented				R 50 000.00		R 100 000.00		R 0.00	documentation	R 2 893.00	project
IED 58	CCI 13			Invasive Alien Species (IASP)- Forum and projects	Unzombe	1 forum; 4 meetings/workshops	Invasive Alien Species (IASP) stakeholder forum workshops held	Number	4	1	1 stakeholder workshop	Forum meetings/workshop reports; attendance registers	2 stakeholder meeting; R 0.00	Forum workshop reports; attendance registers	3 stakeholder meeting/meeting; R 0.00	Forum meetings reports; attendance registers	4 stakeholder meeting R 50 000.00	Forum meetings reports; attendance registers
IED 59	CCI 13			Invasive Alien Species cleaning on Ugu critically invaded properties	All	1 forum; 2 EPWP projects cleaning Umdoni & HCM estates and Margate WWTWs	Invasive alien species clearing project completed	Date	30-Jun-16	2	Project plan developed	Project plan	Procurement processes R50,000	Proof of SCM processes	appointment of service provider R150,000	Letter of appointment and inception report	Project completed R 200 000.00	Completion certificate and Project closeout report
IED 60	CCI 14		Environmental Education and Awareness		All	5	External Public campaigns organised	Number	5	1	1	Campaign reports; e-mail correspondence nces, etc	2 R 25 600.00	Campaign reports; e-mail correspondence nces, etc	3 R 51 200.00	Campaign reports; e-mail correspondence nces, etc	5 R 77 000.00	Campaign reports; e-mail correspondence nces, etc
IED 61	CCI 14				All	5	International Environmental calendar days celebrated	Number	4	1	1	Campaign reports; e-mail correspondence nces, etc	2 R 0.00	Campaign reports; e-mail correspondence nces, etc	3 R 0.00	Campaign reports; e-mail correspondence nces, etc	4 R 0.00	Campaign reports; e-mail correspondence nces, etc
IED 62	CCI 14				All	2 workshops; paper recycling project with Aux Services	Eco-/Green office initiatives (internal education) implemented	Number	3	2	Evaluation of previous education; Mini-survey of environment awareness	Survey methodology	Evaluation of previous education; Mini-survey of environment awareness R 0.00	Evaluation report with recommendations; Survey results	Cleaning contractor's workshop	Attendance register; workshop material, outcomes report	Distribution of education flyers to officials R 0.00	Educational Flyers

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PERSON RESPONSIBLE: GENERAL MANAGER/IED

SDBIP REF	IDP REF.	National KPA	Programme	Measurable Objective / Output (PROJECT)	Ward	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Weighting	Quarterly Performance Targets							Q4 POE	
											Q1	Q1 POE	Q2	Q2 POE	Q3	Q3 POE	Q4		
IED 63	CCI 14			School Env Education Programme (SEEPRO)	All	15 SEEPRO Schools	Schools enrolled for SEEPRO	Percentage	100% of schools entered	1	Maintain 100% schools membership	List/Databases of school, a sample of their env portfolio	n/a	n/a	Workshop and award SEEPRO schools	Annual Report, attendance register of award ceremony	Maintain 100% schools membership	List/Databases of schools, a sample of their env portfolio	
											R0,00		R0,00		R0,00		R0,00		
IED 64	CCI 3		Health and Hygiene Education Strategy (HHES)	Develop HHES	N/A	New project	Health and Hygiene Education Strategy adopted	Date	30-Jun-16	1	SCM processes	SCM documentation	Appointment of Service Provider; Project Inception	Inception Report	Public Participation; Draft HHES	PP report; HHES document; close-out report	Final HHES	Final HHES	
											R 0.00		R 10 000.00		R 90 000.00		R 115 746.00		
											100								
											END								

