

PERFORMANCE AGREEMENT

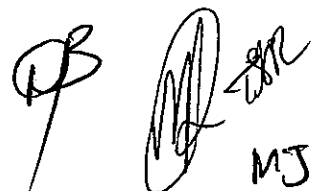
Made and entered into by and between

**Mr TSR Nkhumise
the Municipal Manager of
Thabazimbi Local Municipality
("the Municipal Manager")**

and

**Mr C G Booyesen
the Technical Manager
of Thabazimbi Local Municipality
("the Manager")**

**for the financial year:
1 July 2009 to 30 June 2010**

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WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The Municipality has, in terms of Section 57(1)(a) of the Local Government: Municipal Systems Act, No. 32 of 2000 ("the Systems Act") entered into a contract of employment with the Manager for a period of 5 years, commencing on
- 1.2 Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the Parties, require 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 Manager 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), (4B) and (5) of the Systems Act as well as the contract of employment entered into by the Parties.
- 1.5 In this Agreement the following words will have the meaning ascribed thereto:

"this Agreement" - means the performance agreement between the Municipality and the Manager and the annexures thereto.

"the Executive Authority" - means the Executive Committee of the Municipality constituted in terms of Section 43 of the Local Government: Municipal Structures Act as represented by its chairperson, the Mayor.

"the Manager" -- means the Technical Manager directly accountable to the Municipal Manager in terms of Section 56(a) of the Systems Act.

"the Municipal Manager" -- means the Municipal Manager appointed in terms of Section 82 of the Local Government: Municipal Structures Act, No. 117 of 1998.

"the Municipality" -- means the Thabazimbi Local Municipality.

"the Parties" - means the Municipal Manager and the Manager.

2. PURPOSE OF THIS AGREEMENT

- 2.1 The Parties agree that the purposes of this Agreement are to:
 - 2.1.1. comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Systems Act as well as the contract of employment entered into between the Parties;
 - 2.1.2. specify objectives and targets defined and agreed with the Manager and to communicate to the Manager the Municipality's expectations of the Manager's performance and accountability in alignment with the Integrated Development Plan

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(IDP), the Service Delivery Business Implementation Plan (SDBIP) and the budget of the Municipality;

- 2.1.3. specify accountabilities as set out in Annexure A;
- 2.1.4. monitor and measure performance against targeted outputs and outcomes;
- 2.1.5. use Annexures A, B and C as a basis for assessing the Manager for permanent employment and/or to assess whether the Manager has met the performance expectations applicable to his/her job;
- 2.1.6. appropriately reward the Manager in accordance with the Municipality's performance management policy in the event of outstanding performance;
- 2.1.7. establish a transparent and accountable working relationship; and
- 2.1.8. give effect to the Municipality's commitment to a performance-orientated relationship with its Manager in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 Notwithstanding the date of signature this Agreement will commence on the **1st of July 2009** and will remain in force until a new performance agreement including a Performance Plan and Personal Development Plan is concluded between the Parties as contemplated in Clause 3.2
- 3.2 The Parties will review the provisions of this Agreement during June each year. The Parties will conclude a new performance agreement including a Performance Plan and Personal Development Plan that replaces this Agreement at least once a year by not later than the 31st of July each year.
- 3.3 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter annual performance assessment as informed by the quarterly performance assessments.
- 3.4 The payment of a performance bonus for the year in which the Manager's contract of employment expires will be done as set out in clause 3.3 and the bonus so determined will be paid to the Manager on the last day of his/her employment or, subject to legal requirements, as soon as possible thereafter.
- 3.5 In the event of the Manager commencing or terminating his services with the Municipality during the validity period of this Agreement, the Manager's performance for the portion of the period referred to in clause 3.1 during which he was employed, will be evaluated and he will be entitled to a pro rata performance bonus based on his evaluated performance and the period of actual service.
- 3.6 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon by the Parties.
- 3.7 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.

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- 3.8 This Agreement will terminate on the termination of the Manager's contract of employment for any reason.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan in **Annexure A** sets out:

- 4.1.1 the performance objectives and targets which must be met by the Manager; and
4.1.2 the time frames within which those performance objectives and targets must be met.

- 4.2 The Personal Development Plan in **Annexure B** sets out the Manager's personal developmental requirements in line with the objectives and targets of the Municipality.

- 4.3 The Core Competency Requirements (CCRs) reflected in **Annexure C** set out those management skills regarded as critical to the position held by the Manager.

- 4.4 The performance objectives and targets reflected in Annexure A are set by the Municipality in consultation with the Manager and based on the IDP, SDBIP and the budget of the Municipality, and include key objectives, key performance areas, target dates and weightings.

- 4.5 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 time frame in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

- 4.6 The Manager's performance will, in addition, be measured in terms of contributions to the development objectives and strategies set out in the Municipality's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Manager agrees to participate in the performance management system that the Municipality adopts or introduces for the municipal management and municipal staff of the Municipality.

- 5.2 The Manager accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the municipal management and municipal staff to perform to the standards required.

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- 5.3 The Executive Authority and/or Municipal Manager will consult the Manager about the specific performance standards that will be included in the performance management system as applicable to the Manager.
- 5.4 The Manager undertakes to actively focus towards the promotion and implementation of his/her Key Performance Areas as set out in Annexure A including special projects relevant to the Manager's responsibilities within the local government framework.

6. PERFORMANCE ASSESSMENT

The performance of the Manager will be assessed against the outputs and outcomes achieved in terms of his/her Key Performance Areas (KPAs) as fully described in Annexure A and his/her Core Competency Requirements (CCRs) determined at the commencement of this Agreement with a weighting of 80:20 allocated to the KPAs and CCRs respectively. Therefore the KPAs that refer to the main tasks of the Manager account for 80% of his/her assessment while the CCRs make up the other 20% of the Manager's assessment score.

The weightings agreed to in respect of the Manager's KPAs attached as Annexure A are set out in the table below:

KEY PERFORMANCE AREAS (KPAS)	WEIGHT
Municipal Transformation and Institutional Development	3
Service Delivery and Infrastructure	
- Water & Sanitation	30
- Electricity	12
- Waste Management	10
- Roads & Storm water	12
- Parks, Cemeteries, Sport & Recreation	5
- Municipal Buildings	2
Financial Viability and Financial Management	3
Good Governance, Public Participation, Accountability and Transparency	3
TOTAL PERCENTAGE	80%

B *MJ*

The weightings agreed to in respect of the CCRs considered most critical for the Manager's position and further defined in **Annexure C** are set out in the table below:

CORE COMPETENCY REQUIREMENTS - CCRs		
CORE MANAGERIAL COMPETENCIES (CMC)	CHOICE	WEIGHT
Strategic Capability and Leadership		
Programme and Project Management		6
Financial Management		4
Change Management		
Knowledge Management		
Service Delivery Innovation		4
Problem Solving and Analysis		4
People Management and Empowerment		
Client Orientation and Customer Focus		
Communication		2
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COCs)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks		
Knowledge of Developmental Local Government		
Knowledge of Performance Management and Reporting		
Knowledge of Global and SA specific political, social and economic contexts		
Competence in Policy Conceptualisation, Analysis and Implementation		
Knowledge of more than one functional municipal field or discipline		
Mediation Skills		
Governance Skills		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the Municipality		
TOTAL PERCENTAGE		20%

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The assessment of the performance of the Manager will be based on the following levels for KPAs and CCRs:

LEVEL	TERMINOLOGY	DESCRIPTION	RATING				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review / assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review / assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

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An indicative rating on the five-point scale should be provided for each KPA and CCR using the following as guidance:

1	Unacceptable
2	Not fully effective
3	Fully effective
4	Above expectations
5	Outstanding

Each KPA and CCR should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed to determine which rating on the five-point scale did the Manager achieved. The following criteria could assist:

Duration of task	- Was the target achieved within the projected time frame?
Level of complexity	- Required problem solving - Reconciling different perceptions - Innovative alternatives used
Cost	- within budget - saving - overspending
Constraints	- Did envisaged constraints materialise? - If so, were steps taken to manage/reduce the effect of the constraint? - If not, did it beneficially affect the completion of the target? - Any innovative/pro-active steps to manage the constraint

Annexure "B" may be used as the basis for progress discussions by the Municipality.

An applicable assessment rating calculator must be used to add the KPA and CCR scores and calculate final KPA and CCR percentages.

7. PANEL AND SCHEDULE FOR PERFORMANCE ASSESSMENTS

An assessment panel consisting of the following persons must be established to evaluate the annual performance of the Manager at the end of the 4th quarter:

- Municipal Manager
- Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a Performance Audit Committee

- A member of the Executive Committee and the relevant portfolio committee chairperson
- Municipal Manager of another municipality

In addition the following assessments may also form part of the annual performance evaluation at the end of the 4th quarter if so agreed between the Parties:

- Manager (own assessment)
- Fellow section 57 managers
- Divisional Heads reporting to the manager.

The performance of the Manager will be assessed in relation to his/her achievement of:

- the targets indicated for each KPA in Annexure A;
- the CCRs as defined in Annexure C

on a date to be determined for each of the following quarterly periods:

1 st Quarter	-	July to September
2 nd Quarter	-	October to December
3 rd Quarter	-	January to March
4 th Quarter	-	April to June

Assessments in the first and third quarter may be verbal if the Manager's performance is satisfactory.

The Municipality will keep a record of the mid-year and annual assessment meetings.

The Municipality may appoint an external facilitator to assist with the annual assessment.

The manager responsible for the corporate services of the Municipality must provide secretariat services to the evaluation panel for the annual performance assessment.

8. EVALUATING PERFORMANCE

The Manager will submit quarterly performance reports and a comprehensive annual performance report prior to the performance assessment meetings to the Municipal Manager.

The Municipal Manager will give performance feedback to the Manager after each quarterly and the annual assessment meetings.

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

At the end of the 4th quarter, the Executive Authority will determine if the Manager is eligible for a performance bonus as envisaged in his/her contract of employment.

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A performance bonus of between 5% and 14% of the all-inclusive remuneration package may be paid to the Manager in recognition of above average or outstanding performance, which is constituted as follows:

A score of 75% to 100% is awarded a performance bonus ranging from 10% to 14%; and
A score of 65% to 74% is awarded a performance bonus ranging from 5% to 9%

as further set out in **Annexure D** hereto.

The results of the annual assessment and the scoring report of the Manager for the purposes of bonus allocation, if applicable, will be submitted to the Executive Authority for a recommendation to the full Council.

Personal growth and development needs identified during any performance assessment discussion, must be documented in the Manager's Personal Development Plan as well as the action steps and set time frames agreed to.

Despite the establishment of agreed intervals for assessment, the Municipal Manager may, in addition, review the Manager's performance at any stage while his/her contract of employment remains in force.

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

The provisions of Annexure "A" may be amended by the Executive Authority when the Municipality's performance management system is adopted, implemented and/or amended as the case may be subject to clause 5.3.

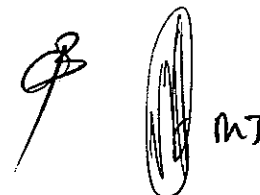
9. OBLIGATIONS OF THE MUNICIPALITY

The Municipality will create an enabling environment to facilitate effective performance by the Manager.

The Manager will be provided with access to skills development and capacity building opportunities.

The Municipality will work collaboratively with the Manager to solve problems and generate solutions to common problems that may impact on the performance of the Manager.

The Municipality will make available to the Manager such resources including employees as the Manager may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement; provided that it will at all times remain the responsibility of the Manager to ensure that he complies with those performance obligations and targets.

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The Manager will, at his request, be delegated such powers by the Municipality as may in the discretion of the Municipality be reasonably required from time to time to enable him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The Executive Authority and / or Municipal Manager agrees to consult the Manager within a reasonable time where the exercising of the Executive Authority's and / or Municipal Manager's powers will –
- 10.1.1 have a direct effect on the performance of any of the Manager's functions;
 - 10.1.2 commit the Manager to implement or to give effect to a decision made by the Executive Authority and/or Municipal Manager;
 - 10.1.3 have a substantial financial effect on the Municipality.
- 10.2 The Municipal Manager agrees to inform the Manager of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable, to enable the Manager to take any necessary action without delay.

11. CONSEQUENCE OF UNACCEPTABLE OR POOR PERFORMANCE

- 11.1 Where the Municipal Manager is, at any time during the Manager's employment, not satisfied with the Manager's performance with respect to any matter dealt with in this Agreement, the Municipal Manager will give notice to the Manager to attend a meeting with the Municipal Manager.
- 11.2 The Manager will have the opportunity at the meeting to satisfy the Municipal Manager of the measures being taken to ensure that the Manager's performance becomes satisfactory in accordance with a documented programme, including any dates, for implementing these measures.
- 11.3 The Municipality will provide systematic remedial or developmental support to assist the Manager to improve his/her performance.
- 11.4 If, after appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Municipal Manager holds the view that the performance of the Manager is not satisfactory, the Municipal Council will, subject to compliance with applicable labour legislation, be entitled by notice in writing to the Manager, to terminate the Manager's employment in accordance with the notice period set out in the Manager's contract of employment.
- 11.5 Where there is a dispute or difference as to the performance of the Manager under this Agreement, the Parties will confer with a view to resolving the dispute or difference.

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- 11.6 Nothing contained in this Agreement in any way limits the right of the Municipality to terminate the Manager's contract of employment with or without notice for any other breach by the Manager of his obligations to the Municipality or for any other valid reason in law.

12. DISPUTES

- 12.1 In the event that the Manager is dissatisfied with any decision or action of the Executive Authority and/or Municipal Manager in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Manager has achieved the performance objectives and targets established in terms of this Agreement, the Manager may meet with the Municipal Manager with a view to resolving the issue. At the Manager's request the Municipal Manager will record the outcome of the meeting in writing.
- 12.2 If any dispute about the nature of the Manager's performance agreement whether it relates to key responsibilities, priorities, methods of assessment or any other matter provided for cannot be resolved through an internal mechanism as contemplated above, the dispute will be mediated by the Mayor within thirty (30) days of receipt of a formal dispute from the Manager whose decision shall be final and binding on both Parties.
- 12.3 If any dispute about the outcome of the Manager's performance evaluation cannot be resolved through an internal mechanism as contemplated above, the dispute will be mediated by a member of the Council, provided that such member was not part of the evaluation panel provided for in clause 7.1, within thirty (30) days of receipt of a formal dispute from the Manager whose decision shall be final and binding on both Parties.
- 12.4 In the event that the mediation process contemplated above fails, the relevant arbitration clause of the contract of employment will apply.

13. GENERAL

- 13.1 The contents of this Agreement and the outcome of any review conducted in terms of Annexure "A" will not be confidential, and may be made available to the public by the Municipality.
- 13.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Manager in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

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Signed at THABAZIMBI on this 15 day of DECEMBER 2009.

As Witnesses:

- 1. [Signature]
- 2. [Signature]

[Signature]

**Municipal Manager of
Thabazimbi Local Municipality**

Signed at THABAZIMBI on this 15 day of DECEMBER 2009.

As Witnesses:

- 1. [Signature]
- 2. [Signature]

[Signature]
**Technical Manager
of Thabazimbi Local Municipality**

TECHNICAL SERVICES SCORECARD 2009-2010

Annexure A

VISION: To be the leading municipality that offers quality services to the broader community in the most economic, affordable, equitable and sustainable manner.
MISSION: To promote, co-ordinate, implement and ensure the financially and environmentally sustainable growth and development of Thabazimbi with a diversified and viable economy that provides an environment and services that benefit all.

Key Performance Area	Related Progi/Goal	Baseline	Inputs	Outputs	Outcome	Risks/Constraints	Perf. Indicator/Target	Date	Resp.	Progress
1. Municipal Transformation and Institutional Development	Governance	Current organisational structure to be reviewed on an annual basis especially in services re-positioned but not implemented or not yet placed	Dept. Operational budget, Managers, MM, LIF	Annual audit/review of organisational structure completed	Improved organisational functioning and service delivery		Annual audit of organisational structure to ensure it is IDP aligned especially addressing services re-allocated but not implemented, i.e. solid waste and parks and services not yet placed, i.e. GIS	May-10	Corp Serv, MM, Managers	
		Institutional health of municipality requires continuous assessment of the culture and climate prevalent in the municipality	Dept. Operational budget, Managers, MM	TOR of GIS Liaison with province to source funding for GIS Culture and climate study for each dept completed	Enables identification of problem areas, e.g. communication, identification with organisation, diversity management, etc.	Co-operation of all role-players essential	TOR of GIS developed Liaison with province re. financial and capacity support to establish a GIS One culture and climate study per dept per annum	May-10 June-10	Technical Serv Technical Serv, MM	
		Organisational Culture & Climate Study							Ongoing, QR	Corp Serv, MM, Managers
1.2 General Administration and Council Support	Administrative Management	Attendance of meetings as required, e.g. MANCO, PFC, EXCO, Council, etc.	MM, Managers, Operational budget	Preparation for and participation in meetings as scheduled	Knowledge based, sound decision-making	Unplanned events, e.g. illness or compulsory external meetings	Ongoing preparation for and attendance of meetings with governance and related structures	July 2009 onwards, QR	MM Managers	
		Management and administration of contracts is a legal compliance matter	Corporate Services, operational budget	A database and filing system of all SLAs, contracts and other agreements is maintained	Proper contract administration	Co-operation from Managers	Obtain copies of all contracts from Managers and continuous updating of database	Ongoing, QR	Corp Serv, Managers	
		Fleet management	Corporate Services, Operational budget	Council policy on Fleet Management approved and implemented	Improved service delivery		Council Fleet Management Policy approved by Council	Mar-10	Corp Serv, MM, Managers	
1.3 Human Resources	Balho Pele Principles	Transgressions investigated and individuals held accountable	Corporate Services, Operational budget	Assistance to Managers with disciplinary action against employees, if necessary	Council vehicles driven at the legal speed		Quarterly internal memo to all staff in all directorates to take note of Council policy Action taken against employee transgressions of Council Fleet Management Policy.	Apr-10 Ongoing, Mar 2010	Corp Serv, Managers Corp Serv, Managers	
		Staff need to buy-in to Balho Pele Principles	Corporate Services, Managers, Operational budget	Unpacking of BP Principles	Proper customer care		Each manager to ensure staff understand and committed to Balho Pele Principles	Ongoing		



Key Performance Area	Related Progi/Goal	Baseline	Inputs	Outputs	Outcome	Risks/Constraints	Perf. Indicator/Target	Date	Resp.	Progress	
	Job Descriptions	New positions not yet job descriptions according to TASK	Corporate Services, Managers, Operational budget	Finalised new job descriptions submitted to the Job Evaluation Committee on receipt of previous job descriptions	Sound HR and clear communication of Council objectives for each job	Co-operation of all Managers	Liaise and work with Managers to finalise new job descriptions and submit such to the TASK Team JE Committee	Ongoing, CR Managers	CR Corp Serv, Managers		
	Staffing	TBZ adopted a prioritised staffing programme to which allows with 34 positions filled since 10/7/09	Corporate Services, MM, Managers, Operational budget	Critical posts identified and filled	Ensuring organisational capacity and better services delivery	Co-operation of all role-players	Develop a plan to fill prioritised posts based on organisational study	July 2009, ongoing	Corp Serv, Managers, MM		
	Recruitment and Selection	Systematic recruitment and selection process optimises staff utilisation	Corporate Services, MM, Managers, Operational budget	Proper system maintained for recruitment, selection and appointment processes	Good administration	Co-operation of HODs	HR administrate the process of selection and appointment with transparency to HODs	Ongoing, CR Managers	CR Corp Serv, MM, Managers		
1.4 Employment Equity	EEPlan	Reviewed EEPlan to be implemented	Corporate Services, LLF, Operational budget, Managers	An implemented reviewed EEPlan to ensure the required composition and to reflect gender targets	Legal compliance, Good governance, diversified staff component	Intra-departmental co-operation	Implementation and Monitoring of the EEPlan	CR	CR Corp Serv, MM, Managers		
1.5 Skills Development	WPSP	Workshops Skills Plan to be updated annually	Corporate Services, MM, Managers, LLF, Operational budget	Finalised skills audit	Trained and developed staff, Legal compliance	Inter-departmental co-operation	Skills audit completed in a way that addresses all shortcomings as identified	Sep-09	Corp Serv, MM, Managers		
1.6 Integrated Development Plan (IDP)	Holistic planning	IDP to be annually reviewed	Depl, Operational budget, R180 000 MSG	Reviewed IDP	Legal Compliance	Non-co-operation of sector departments	8 Steering Committee Meetings	Oct 2009 to May 2010, Quarterly Reports	MM/Managers		
					Implementation of Local Government Strategic Plan		8 Individual consultation meetings with sector depts and one integrated meeting	Nov 2009 to Mar 2010, Quarterly Reports	MM/Managers		
					Satisfying community needs			8 Community consultations	Nov 2009 to Feb 2010, Quarterly Reports	MM/Managers	
								4 IDP Forum meetings	Dec 2009 and May 2010, Quarterly Reports	MM/Managers	
1.7 Performance Management System - PMS Governance Programme		PMS still to be implemented in compliance with Municipal Systems Act and its Regulations	Council, Manco, LLF	Approved, implemented PMS compliant with MSA, Performance Regulations, 2001 & 2006	Improved services delivery, Legal compliance	Co-operation of all role-players	Performance agreements including individual scorecards of MM, S57 managers and divisional heads completed and signed	Dec-09	MM/Managers		
		No Performance Audit Committee (PAC)		Audit Committee extended to also serve as PAC	Performance monitoring and accountability			PMS Implementation Policy agreed to by relevant parties and adopted by Council	Jan-10	MM/Managers	
		PMS must be aligned to the IDP and the budget and the SDBIP		Integration of PMS with SDBIP				Rewards & Incentives Policy agreed to by relevant parties and adopted by Council	Jan-10	MM/Managers	
							Quarterly reports on the Individual Scorecards by MM, S57 Managers and Divisional Heads	CR	MM/Managers		
							Quarterly Performance Evaluations of MM, Managers, Divisional Heads by stipulated panel	Quarterly	MM/Managers		

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Key Performance Area	Related Prog/Goal	Baseline	Inputs	Outputs	Outcome	Risks/Constraints	Perf. Indicator/Target	Date	Resp.	Progress
1.8 ICT	IT Steering Committee	IT Steering Committees to take place at least quarterly	Dept. Managers, Operational budget	Regular ITSC meetings for effective, risk based management of IT	Problem solving and pro-active IT management		Annual performance appraisal of MM, Managers, Divisional Heads by panels	Jun-10	MM Managers	
	IT Strategy	IT Strategy, risk assessment, risk register and risk information system to be in place	Dept. Managers, Operational budget	Updated IT Strategy, risk assessments, risk register and risk info system	Pro-active IT management		Integration of PMS and SDBIP Finalisation of new performance agreements and scorecards	Jun-10 Jun-10	MU, CFO M, Managers	
	OHS&A Audit and Plan	Lack of updated H&S audit of municipal facilities, offices, etc and lack of recorded H&S Plan compliant with legal requirements	Dept. MM, Managers, Operational budget	Legally compliant H&S Audit and Plan completed	Legal compliance	Lack of funding, expertise	H&S Audit of all municipal buildings, facilities, PPE of staff completed by an inspection authority as per OHS&A	June 2010, QR	Corp. Services, Managers, MM	
2. Service Delivery & Infrastructure	Free Basic Services	Ensuring access to free basic water services is a WSA obligation	Dept. CFO, Operational budget	Planning and preparation of projects to deliver free basic services in line with Indignis policy and basic services component of equitable share correctly allocated	Legal compliance, access to water, standard of living of poor improved	Availability of water	Ongoing projects to meet outstanding FBW and FBS targets identified, included in IDP and budget	Ongoing - Quarterly reports	Technical Services, CFO	
	Water Services Authority Responsibilities	WSA-WSP split in structure and accounting not done	Dept. Operational budget	WSA-WSP split addressed through organisational changes	Legal compliance	Lack of funding, capacity	Organisational changes when organogram reviewed	Ongoing - Quarterly reports	Technical Serv Corp Serv, MM	
	WSDP	Water Services Development Plan 2008/09 not yet adopted	Dept. Service provider, funding DWAF	WSDP adopted	Structured, holistic and integrated water services planning	Gaps in current database, outdated population figures	Completion by December 2009 and then submitted for adoption	Jan-10	Technical Services	
2.1 Water Services (water and sanitation)	Infrastructure Plan	Lack of an Infrastructure Plan	Dept. Funded CGTA	Infrastructure Plan completed	SOW properly captured	Availability of funding	Plan finalised	Dec-09	Technical Services	
	Water Conservation	Water demand management, water loss control, water balancing plan completed - still to be implemented	Dept. Operational budget, Service provider	Programmes identified for implementation and funding applied for	Legal compliance and sound operations in process		Implementation Plan and Schedule	Feb-10	Technical Services	
	Water and Effluent Quality	Water quality management incl. water and effluent sampling included in Operation and Maintenance Plan	Dept. Operational budget	Water and effluent quality into legislative compliance	Legal compliance		Programmes for Implementation included in budget and IDP Implementation of O&M Plan	Mar-10 Jan 2010 ongoing	Technical Services Technical Services	

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Key Performance Area	Related Prog/Goal	Baseline	Inputs	Outputs	Outcome	Risks/Constraints	Perf. Indicator/Target	Date	Resp.	Progress
Section 78 or MSA		S78(3) study for water services in process	Dept. Operational budget	Broadened sampling regime in places Completed S78(3) study	Legal compliance, health and hygiene Legal compliance, basis for involving public or private sector	Lack of funding, capacity Wrong perception of PUPs and PPPs	Booster sampling regime developed and implemented Study registered with NT PPP Unit and application for PDF Funding for feasibility study done	Jun-10 Mar-10	Technical Services Technical Services, MM	
		PMU performance up to standard but additional capacity needed	Dept. Operational budget, Service provider	Effective management of PMU and strict monitoring thereof by the Municipality	Accessing grant funding	Service provider need more staff	S78(3) study completed	Jun-10	Technical Services, MM	
Capital Projects		Lack of technical reports to support applications for funding	Dept. Operational budget, Seconded consultants externally funded	Technical reports completed based on required feasibility studies Maximum MIG funding obtained for bulk and reticulation projects	Legal compliance Urgent infrastructural development in pipeline	Capacity and lack of funds Co-operation of all parties	Progress with technical reports monitored MIG and other capital projects identified, prioritised and funding applied for	Quarterly reports Ongoing, QR	Technical Services Technical Services	
		Technical design and construction problems are delaying commissioning of the bulk water pipeline	Dept. Operational budget, consultants, landowner	Technical and construction problems, e.g. Booster pumps and buffer reservoir, addressed and pipeline commissioned	Sustainable water supply to Roodeburg	Co-operation of staff, capacity	Report on progress with funding applications Inclusion of capital projects in IDP review and committed funding in Budget	Quarterly reports Ongoing, QR	Technical Services Technical Services	
Bulk Water Services Operation & Maintenance		Pump station better maintained since 2008 and adequately operating	Dept. Operational budget	Implementation of the Operation and Maintenance Plan	Improved maintenance and operation	Co-operation of staff, capacity	Pipeline commissioned Operation and Maintenance Plan for bulk water services completed, implemented and monitored	Jun-10 Sept 2009, quarterly reports	Technical Services Technical Services	
		Ineffective operations at WWTW6, staff not on duty in time leaving plant unattended, skills shortage	Dept. Operational budget	Disciplinary action against employees Audit of operators' skills and training based on the DWAF Classification system of the plants Provision of training to staff	Reliable and responsible staff Clarity on the operator skills and capacity needed for each plant Skilled staff - improved productivity and operations	Monitoring of staff and willingness to take disciplinary steps Good service providers not accredited with LGSETA, funds and no back-up staff	Staff performance improvement Liaison with DWAF and needed information submitted to DWAF	Quarterly reports Quarterly reports Ongoing - Quarterly reports	Technical Services Technical Services Technical Serv, Corp Serv	
New Works		Current WWTW for TBZ running to capacity	MIG R41m	Tender and procurement phase to be finalised for building of new works	Vastly improved service delivery	Dependent on funding obtained	Tender awarded & contractor on site by May 2010	Ongoing - Quarterly reports	Technical Services	
		Current oxidation ponds at Northam running to capacity	MIG R71m	Tender and procurement phase to be finalised for new works	Vastly improved service delivery	Dependent on funding obtained	Dependent on funding obtained	Tender awarded & contractor on site by May 2010	Ongoing - Quarterly reports	Technical Services
Water services reticulation		Water losses as a result of poorly maintained infrastructure, e.g. leaks, faulty meters	Dept. Operational budget, TAC Anglo funded	Systematic investigation of condition of infrastructure with actions and PEPs for specific projects	Reduction of water losses, cost savings for Council, improved maintenance	Availability of funding for specific problem areas	Municipal teams attending to problem areas detected	Ongoing - Quarterly reports	Technical Services	

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Key Performance Area	Related Prog/Goal	Baseline	Inputs	Outputs	Outcome	Risks/Constraints	Perf. Indicator/Target	Date	Resp.	Progress
2.2 Electricity		Old meters and physical infrastructure	Dept. Operational budget, TAC, Capital budget R/m	Completed audit of residential water services infrastructure, consumption, practices and progressive implementation	Improved maintenance and management of infrastructure	Unlimited scope of funds that can be approached	PEPs in respect of capital expenditure needs and extensive maintenance projects identified, submitted to Council for approval. Sourcing of funding for the above	Ongoing - Quarterly reports Ongoing - Quarterly reports	Technical Services Technical Services	
		Lack of co-operation and illegal practices by consumers	Dept. Operational budget	Administrative, financial and operational actions taken to enforce managed consumption and operational practices - residential and commercial	Consumers held accountable for practices, Council by-laws enforced	Capacity, co-operation of consumers	Implementation of the audit recommendations, management and monitoring thereof	July 2009 ongoing, quarterly reports	Technical Services	
		Large number of sewer blockages due to fatty substances, illegal objects, etc.	Dept. Operational budget	Scheduled, planned, maintenance of bulk and reticulation lines	Improved sewer system and better service to consumers	Lack of staff and equipment		July 2009 ongoing, quarterly reports	Technical Services	
		Asset register not finalised	Dept. External funding from CGTA, Anglo funded TAC.	Completion of a GRAP compliant asset register	Legal compliance, lifespan and value of infrastructure known	Tedious task and dependent on inputs from local government support	Letters to consumers to rectify illegal practices and tariff adjustments where needed	July 2009 ongoing, quarterly reports	Technical Services	
		Lack of GIS. Lack of a proper database of installed infrastructure and condition/trends to schedule needed maintenance work		Mapping and up to date database of water services assets	Knowledge of assets, improved management	Effective and quick decision-making	Progressive implementation of the maintenance schedule	July 2009 ongoing, quarterly reports	Technical Services	
		Illegal connections and network losses	Dept. CFO, Operational budget	Action plan to reduce losses to less than 15% developed and implemented	Reduced loss of revenue		Completed Technical Asset Register	Dec-09	Technical Services, CFO	
		Scarcity of electricity demands saving of energy	Dept. Operational budget	Community education programme	Effective and efficient use of energy		Updating of water services asset register	Ongoing, QR	Technical Services, CFO	
		Municipality responsible to ensure sustainability of basic services, e.g. water supply to community	Dept. Operational budget	Contingency plan for WWTW and pump stations, etc. to reduce negative impact of possible load-shedding	Sustainable basic service delivery		Provision of accurate data from financial system	Jan 2010, ongoing	Technical, CFO	
							Prepare a basic guideline re. electricity saving with assistance from ESKOM or obtain existing from ESKOM	Ongoing, QR	Technical Services, MM	
							Present and distribute guideline at all community outreaches, IDP community consultations, etc.	Ongoing Quarterly Reports	Technical Services	
					Basic contingency plan including general usage and cost impact presented to the Council	Mar-10	Technical Services, MM			
					Smooth implementation of EDI requirements	Utilise with EDI and Regional structures to have clarity on all requirements / steps for way forward	Ongoing, QR	Technical Services, MM		

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Key Performance Area	Related Prog/Goal	Baseline	Inputs	Outputs	Outcome	Risks/Constraints	Perf. Indicator/Target	Date	Resp.	Progress
Capital Projects		Various projects requiring funding and implementation on a priority basis	Dept, Operational budget, PMU	Ring fencing done	Legal compliance	Staff, time constraints	Draft strategy on REBs preparation/implementation	Ongoing, QR	Technical Services	
				Projects prioritised, MIG, DME funding applications completed and submitted	Service delivery, legal compliance		List of prioritised projects reviewed and approved	Mar-10	Technical Services	
Maintenance		Street lights and high mast lights need to be maintained on an ongoing basis in TBZ, Northam and Rooberg	Dept, Operational budget	Scheduled maintenance of street lights and high mast lights on all weekdays in TBZ and twice per week in Northam	Service delivery, safety of residents		Funding applications completed and submitted	Ongoing, QR	Technical Services	
				Schedule of structured maintenance of all municipal facilities, buildings	Effective service delivery, safety of staff, image of municipality	Availability of components needed	Scheduled maintenance	Ongoing QR	Technical Services	
				Reset the circuit breakers	Effective service delivery		Response/repairs within 6 hours	Ongoing QR	Technical Services	
				Repair of faulty HT and LT cables	Effective services delivery	Staff not trained for HT	Response/repairs within 6 hours	Ongoing QR	Technical Services	
				Scheduled maintenance regarding tree cutting and clearing around poles and general inspections	Effective services delivery		Scheduled maintenance	Ongoing QR	Technical Services	
				Scheduled maintenance and within 1 hour response to repairs/buildings with 12 hour repair time at essential installations and 18 hour repair time at other places	Effective service delivery	Availability of components needed. Complexity of problem	Response/repairs within 12 hours	Ongoing QR	Technical Services	
				Ongoing connections, scheduled disconnections on a monthly basis	Effective service delivery		New connections installed within 24 hours	Ongoing QR	Technical Services	
				Monitoring service provider to ensure disconnections and reconnections within stipulated time	Effective service delivery		Ongoing monitoring	Ongoing QR	Technical Services	
				Consumers to pay for meter replacement due to tampering	Responsible and cost-effective service delivery	Residents disputing broken meters due to tampering	Implementation of Council policy on residents' replacement of meters in case of tampering	Ongoing QR	Technical Services	
				Database of pre-paid meter repairs and replacements to detect trends	Pin-pointing of culprit, basis for community education	Co-operation of stakeholders	Involvement of ward councillors where necessary	Ongoing QR	Technical Services	

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Key Performance Area	Related Prog/Goal	Baseline	Inputs	Outputs	Outcome	Risks/Constraints	Perf. Indicator/Target	Date	Resp.	Progress
2.3 Roads and Storm water	Customer Queries/Complaints	Ongoing monitoring and maintenance of pre-paid electricity meters (Grip-Pa)	Dept. Operational budget, SLA	Schedule of monitoring and maintenance implemented	Effective service delivery	Lack of spares	Ongoing monitoring and maintenance	Ongoing QR	Technical Services	
		Ongoing queries/complaints received at municipal office and community office in Regrogiile	Dept. Operational budget	Maintaining the reduced response times	Effective service delivery		Current response time reduced to 6 hours in TBZ and 12 hours in Northern	Ongoing QR	Technical Services	
	Telemetry	The previously unstable telemetry system has been updated and is now maintained	Dept. Operational budget	Scheduled maintenance of the telemetry system implemented	Effective service delivery	Staff needs training in telemetry system	Scheduled monitoring and maintenance	Ongoing QR	Technical Services	
		Operators trained to reset telemetry			Effective use of staff, multi-stalling	Time, skills availability	Easily rectifiable problems addressed	Ongoing QR	Technical Services	
	Database	Developing computer database of all scheduled maintenance, connections, customer complaints and queries	Dept. Operational budget	Updated and maintained computer database of schedules, etc.	Easy accessible and accurate reporting, basis for gap analysis to deliver effective services	Training needs provided to Skills Development Facilitator	Training needs provided to Skills Development Facilitator	Ongoing	Technical Services	
		Current storm water management inadequate	Dept. Operational budget of R1.5m covering roads and stormwater	Ongoing maintenance and upgrading of storm water system	Improved management of storm water problems	Inadequate funding	Upgrading of storm water system - Roodkopsmitl & Regrogiile all extensions, Northern Town all extensions	July 2009, ongoing, quarterly reports	Technical Services	
	Storm water management	Storm water Master Plan not yet completed	Dept. Operational budget, consultant	Storm water Master Plan finalised	Improved planning	Consultant delays	Storm Water Master Plan finalised	Mar-10	Technical Services	
		Heavy load traffic and general increase in traffic placing increased demands on road maintenance	Dept. Operational budget	Action plan on interim steps to improve storm water management completed based on Master Plan	Improved management of storm water problems	Lack of funding, capacity	Action plan addressing scheduled capital and operational projects for 2011-2012 completed	Jun-10	Technical Services	
	Roads maintenance	Lack of a proper computer database for road maintenance	Dept. Operational budget, CGTA funding	Completion of database of municipal roads	Management tool	Time & capacity consuming activity	Database developed and regularly updated	Dec-09	Technical Services	
		Roads generally in a poor condition	Dept. Equitable share R3,062m	Scheduled road sealing project implemented as per phased planning	Improved roads	Lack of adequate funding	Scheduled maintenance and fixing of roads	July 2009, ongoing, quarterly reports	Technical Services	
Paving	Overall lack of paving of internal streets in Regrogiile and Northern extensions - all done in phases	Dept. External funding MIG R7m for Regrogiile ext 6, 7 and 9; Northern - R11m for ext 6 and 7	Paving projects completed	Safer roads, service delivery	Quality control, contractor performance	Contractors appointed, projects monitored	July 2009 ongoing, quarterly reports	Technical Services		
	Various roads need upgrading	Dept. Operational budget	Prioritisation of roads and five year action plan	Hottish, structured planning	Funding, capacity	Applications submitted and approval awaited	Jan-10	Technical Services		
Primary roads	Shooting condition of many provincial roads	Dept. Operational budget, MM, Mayor, WDM	Participation in district coordinated lobbying for upgrading of prioritised roads	Safer roads, service delivery, stimulate tourism,	Time and co-operation of role-players	Liaison with RAL, SANRAL	Ongoing, quarterly reports	MM, Tech Serv		

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Key Performance Area	Related Prog/Goal	Baseline	Inputs	Outputs	Outcome	Risks/Constraints	Perf. Indicator/Target	Date	Resp.	Progress
2.4 Waste Management	WMP	Draft WMP done by CGTA	Dept. Operational budget	Approved WMP	Integrated, holistic and economic sound local and regional waste management		WMP adopted by Council	Jan-10	MM, Tech Serv	
	Landfills	Landfills at Northam and TBZ need to be upgraded	Dept. Operational budget	TOR for upgrading completed	Improved operations and lifespan	Uncertain if OS/10 would be able to include upgrades	TOR completed with a cost analysis	Mar-10	Technical Services	
		Northam landfill site operated by temporary contractual agreement	Dept. Operational budget, contractor	O&M Contract concluded and implemented	Improved operations and lifespan. Compliance with DWAF standards to avoid de-permitting	To get the right contractors	Appointment of a contractor for 10 yrs	Jun-10	Technical Services, Corp Serv, CFO, MM	
		TBZ landfill operated by temporary contractor	Dept. Operational budget	O&M Contract for 3yrs concluded and implemented	Improved operations and lifespan		Contractor appointed and on site	Feb-10	Technical Services, Corp Serv, CFO, MM	
		Northam landfill meeting end of lifespan	Dept. Operational budget	Funding obtained to move forward to candidate site identification	Continued service delivery		Cost analysis to develop new landfill site in Northam and funds applied for budgeted	Mar-10	Technical Services	
		Rooberg and Leeupoort landfill site not permitted	Dept. Operational budget	Future options decided and planning for implementation			Evaluation of options re landfill permitting vis-a-vis transfer stations	Jun-10	Technical Services	
		No landfill with weighbridges (thus revenue lost)	Dept. Operational budget	Cost analysis and planning for weighbridges done			Cost analysis for weighbridges	Jun-10	Technical Services	
	Refuse Removal	Service delivery hampered by lack of another compactor vehicle (R1, 3m) and 20 x 6m ³ waste containers for businesses, Leeupoort and Rooberg	Dept. Operational budget	Funds applied for		No budget for the truck and containers	Funding applications submitted and items included in IDP. Only if funding obtained to be included in budget	Mar-10	Technical Services	
	Street cleansing	Street cleansing is hampered by a lack of personnel	Dept. Operational budget	If affordable, a permanent team of street cleansers in all towns	Effective service delivery	Lack of funds	Scheduled refuse removal in all towns	Quarterly reports	Technical Services	
	Database	Lack of a computerised database of waste services	Dept. Operational budget	Database completed	Effective service delivery, effective waste planning and management, input needed for WMP	Lack of funding, capacity, computer literacy	Waste database planned and executed, if need be with assistance of IT	Jun-10	Technical Services, Corp Serv	

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Key Performance Area	Related Prog/Goal	Baseline	Inputs	Outputs	Outcome	Risks/Constraints	Perf. Indicator/Target	Date	Resp.	Progress
2.5 Parks	Parks	The municipality has to maintain the following parks and open spaces (approx. size): 11 in TBZ, 3 parks & 10ha open space in Rooiberg, 2ha open space and 20km fence-line in Leeupoort, 4 parks & 7ha open space in Northern.	Dept. Operational budget	Scheduled maintenance of all parks and open spaces	Neat appearance, image of town, public safety	Staff and vehicles	Grass cutting and general upkeep of all parks once per week and open spaces once per month	Ongoing QR	Technical Serv	
		Proper computerised database loading	Dept. Operational budget	Updating and maintaining a computer database of statistics	Easy accessible and accurate reporting	Availability of computer aid, computer literacy	Computerised database in operation	Ongoing QR	Technical Serv	
	Cemeteries	The municipality has 5 cemeteries to maintain, i.e. 2 in TBZ, 1 in Rooiberg, 1 in Northern, 1 in Leeupoort	Dept. Operational budget	Scheduled maintenance of cemeteries	Neat appearance of cemeteries	Lack of staff	Grass cutting and general upkeep once per week	Ongoing QR	Technical Serv	
		Monthly quarterly statistics kept of funerals - total of approx. 75 adults & 50 children per month (Schilpiness included) - database not computerised	Dept. Operational budget	Updating and maintaining a computer database of statistics	Easy accessible and accurate reporting	Availability of computer aid, computer literacy	Computerised database in operation	Ongoing QR	Technical Serv	
	Road Reserves & Traffic Circles	Substantial number of pauper burials in Rogoogibe	Dept. Operational budget	Updating and maintaining a computer database of statistics	Easy accessible and accurate reporting	Availability of computer aid, computer literacy	Computerised database in operation	Ongoing QR	Technical Serv	
		Maintenance of road reserves - 10m both sides 1 - 2 x per month for 55km of road	Dept. Operational budget	A pauper burial policy in place with pauper burials	Consistent, humane dealing with pauper burials	Staff	Adoption of a Pauper Burial Policy by Council	Ongoing QR	Technical Serv	
	Sidewalks and Trees	Maintenance of traffic circles - cutting top, clearing 2xpm, planting 6xpm	Dept. Operational budget	Scheduled maintenance of road reserves and traffic circles	Neat appearance, image of town	Availability of computer aid, computer literacy	Grass cutting, clearing, planting as scheduled	Ongoing QR	Technical Serv	
		Related maintenance of sidewalks and trees in all residential areas and CBD	Dept. Operational budget	Updating and maintaining a computer database of statistics	Easy accessible and accurate reporting	Lack of personnel	Computerised database in operation	Ongoing QR	Technical Serv	
	Machinery	Equipment, machinery in adequate condition but regular maintenance required	Dept. Operational budget	Scheduled maintenance of sidewalks and trees	Neat appearance, image of town	Availability of computer aid, computer literacy	Grass cutting, tree cutting in residential areas and CBD	Ongoing QR	Technical Serv	
		Asset management is an obligation	Dept. Operational budget	Updating and maintaining a computer database of statistics	Easy accessible and accurate reporting	Availability of computer aid, computer literacy	Computerised database in operation	Ongoing QR	Technical Serv	
			Dept. Operational budget	Well maintained equipment and machinery	Effective service delivery	Availability of computer aid, computer literacy	Maintenance of equipment and machinery used in parks division	Ongoing QR	Technical Serv	
			Dept. Operational budget	Maintain an asset register of all machinery and equipment with photos and a track record of repair/replacement	Good governance, sound administration	Availability of computer aid, computer literacy	Computerised asset register of machinery and equipment regularly updated	Ongoing QR	Technical Serv	



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Key Performance Area	Related Prog/Goal	Baseline	Inputs	Outputs	Outcome	Risks/Constraints	Perf. Indicator/Target	Date	Resp.	Progress	
2.6 Cemeteries	Municipal Sites	Municipal sites, e.g. WWTW, WTW, reservoirs, pump stations must be maintained	Dept. Operational budget	Scheduled maintenance of municipal sites	Neat appearance, safety of site	Lack of personnel	Grass cutting at municipal sites	Ongoing QR	Technical Serv		
		Thabazimbi and Northern cemeteries need upgrading	Dept. Operational budget	Updating and maintaining a computer database of statistics	Easy accessible and accurate reporting	Availability of computer aid; computer literacy	Computerised database in operation	Ongoing QR	Technical Serv		
			Dept. R2,96m MIG	Both cemeteries upgraded	Service delivery			Cemeteries upgraded	Feb-10	Technical Serv	
2.8 HIV & AIDS	New	Proclamation and development of new cemeteries in the other towns required	Dept. Operational budget	Funds applied for, EIAs done, subdivision and zoning underway	IDP need not neglected	No budget for these cemeteries	Funding applications submitted and projects included in IDP. Only if funding obtained to be included in budget	Mar-10	Technical Serv		
		Important component of the workplace	MM, Managers	Each department to indicate how HIV&AIDS is mainstreamed.	To have a well functioning HIV&AIDS program	Cooperation from the departments	If need exists, a workshop on mainstreaming	Ongoing, quarterly reports	MM, Managers		
		General maintenance of municipal buildings and facilities.	Dept. Operational budget	Ongoing general maintenance			General maintenance	Ongoing, quarterly reports	Technical Serv		
2.16 Municipal Buildings	Maintenance	General appearance of buildings not conducive to image of municipality	Dept. Operational budget	A number of small paint, tiling, carpeting etc. jobs which could be done within operational budget			Scheduled maintenance to systematically address small but image building defects	Ongoing, quarterly reports	Technical Serv		
		Condition of office indicate poor CHSA compliance	Dept. Operational budget	Ensure H&S Audit and Plan deal comprehensively with shortcomings			Co-operation with service provider	Ongoing, quarterly reports	Technical Serv		
		Service delivery needs to take place within a holistic environmental focus	MM, Technical Serv, Operational budget	Benchmarking other municipalities to environmental management to take a decision on how to integrate it in TBZ	Legal compliance and responsible management		Benchmarking and a report to Council	Jan - June 2010, QR	MM, Technical Serv		
2.17 Environmental Management	Holistic focus				Financially viable municipality	Co-operation of all managers	Reviewed procedures in all divisions	May-10			
		Increased or faulty procedures within all depts concerning financial related matters	CFO, MM, Managers, Dept. Operational budget	Reviewed procedures in all depts as an input to Financial Plan							
		AFS not yet GRAP compliant	CFO, MM, Managers, Operational budget	Completed financial statements - s71 & s72 compliant			Qualified CFO only appointed in Nov 2009 therefore non-compliance in various matters	Financial Statements submitted including Performance information to AG	Aug-09		
4. Municipal Financial Viability and financial management	AFS				Legal compliance	Qualified CFO only appointed in Nov 2009 therefore non-compliance in various matters, however due dates inserted for benchmarking	AG Report	Nov-09			
		AG Report for 2008/09	CFO, MM, Managers, Operational budget	Action Plan to address AG Report 2008/09							

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Key Performance Area	Related Prog/Goal	Baseline	Inputs	Outputs	Outcome	Risks/Constraints	Perf. Indicator/Target	Date	Resp.	Progress
Annual Report	Preparation of Annual Report for 2008/9	CFO, MM, Corp Serv, Operational budget	Completed annual report for 2008/9	Legal compliance	Qualified CFO only appointed in Nov 2009 thus non-compliance to various matters, however due dates inserted for benchmarking	Action Plan re AG Report Management co-ordination Annual Report (including AG Audit Report, AFS & Council reply) for 2008/9 tabled in Council	Dec-09 Jan-10 Jan-10			
Budget	Budget 2010/11 approved	CFO, Operational budget	Completed Action Plan	Sound financial management	Completion of action plan re. Management Letter	Report re. Management Letter	Feb-10 Mar-10			
SDBIP	SDBIP 2008/10 not adequate and SDBIP & PMS for 2009/10 not integrated. CFO only appointed in Nov 2009	CFO, MM, Managers, Operational budget	On date completion of budgetary processes Totally integrated SDBIP and PMS for 2010/11	Energy and cost effective management processes and reporting systems	MM and CFO offices to ensure role and responsibilities to SDBIP clarified	Drafting of the SDBIP for 2010/11	Aug - Dec 2009 May-10			
	SDBIP must be legally compliant and integrated with the PMS		SDBIP for 2010/11 in place and approved			Finalisation and approval of the SDBIP for 2010/11	Jun-10			
	Service delivery spending should be in line with the capital budgets even though not so spelled out in the 2009/10 SDBIP. Sound spending patterns are 12% in 1st Quarter, 40% in 2nd, 75% in 3rd and 85%+ in 4th Quarter	MM, Managers	Monthly and quarterly monitoring	Effective service delivery and performance management	Inadequate SDBIP	Refining the integration of the SDBIP and the PMS for 2010/11 All managers to strive to achieve sound spending patterns	Jun-10			
Insurance	Insurance portfolio in place and regularly reviewed	CFO, Operational budget	Revised insurance portfolio and updated insurance information	Legal compliance		Insurance information continuously updated and portfolio annual reviewed and revised	Jun-10			
Tariffs	Tariffs to be market related	CFO, MM, Corporate Services, Managers, Operational budget	Attributable but market related tariff structure	Effective revenue management		Annual review of tariff in synergy with IDP/Budget process finalable and Council approval thereof	QR, June 2010			
Expenditure Management	Management needs updating of knowledge to MFMA	CFO, Managers, Operational budget	Management with adequate knowledge to act in compliance with MFMA	Improvement of financial management		Workshop for management re MFMA	Jan-10			
Asset Management	Assets register and management GRAP compliant	CFO, Managers, Operational budget	Assets register progressively compliant with GRAP	Legal compliance	All managers responsible	Progressive unbundling of assets and updating of asset register	Ongoing, QR Ongoing, QR			

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Key Performance Area	Related Prog/Goal	Baseline	Inputs	Outputs	Outcome	Risks/Constraints	Perf. Indicator/Target	Date	Resp.	Progress
5. Good Governance, Public Participation, Accountability and Transparency	Salaries	Salary budget and payment processes in place	GFO, Operational budget	Salaries paid as per Conditions of Employment		Co-operation of departments	Salary budget in place	May-10		
	SCM	Municipal officials not well trained in SCM legal compliance processes 10% of expenditure not prior allocated to respective votes - all HODs not following procedure	Dept, Operational budget, Capacity building funds	Training of the SCM Unit plus all municipal officials requesting procurement from the SCM Unit 100% expenses approved prior to service delivery or purchasing of goods	Sound financial management and SCM processes	High risk of audit queries given non-compliance by municipal officials requesting procurement assistance Dependency on HOD co-operation	Educating Municipal officials in SCM through training identified and implemented	October 2009, OR		
	Polices	A number of outdated or to be reviewed policies, e.g. financial policies affecting all managers	Corporate services, Operational budget, MM, Managers, LIF, MSIG R130 000	Updated, reviewed, new policies approved and implemented	Legal compliance, sound administration	Co-operation of all managers	Gap analysis - legislation vis-a-vis existing policies	Jan-10	Corp Serv, MM, Managers	
		Policies not adequately implemented or not consistently implemented - lack of knowledge of municipal officials	Corp Serv, MM, Managers	Monitoring that policies are implemented and enforced	Legal compliance	Co-operation of all managers	Priority policies identified and timeframes determined	Feb-10	Corp Serv, MM, Managers	
		A number of by-laws in process, public consultation completed but funding for promulgation lacking	Corporate Services, MM, Managers, Operational budget	Prioritisation of by-laws, scheduling of promulgation	Legal compliance	Co-operation of all managers	All prioritized policies adopted by Council and implemented	Jun-10	Corp Serv, MM, Managers	
	By-laws	Important by-laws to be regularly reviewed, i.e. tariff by-laws, water services by-laws, credit control and debt collection by-laws	Corporate Services, Service provider, MM, Managers, Operational budget	Funding to be sourced for next financial year in order to get these by-laws reviewed in synergy with reviewed policies and legislative requirements	Legal compliance	Lack of funding, dependent on support from DLGH	Regular workshops of relevant policies with municipal officials	Ongoing, quarterly progress reports	Corp Serv, MM, Managers	
		By-laws not adequately implemented or not consistently implemented	Corp Serv, MM, Managers	Monitor that by-laws are implemented and enforced	Legal compliance	Co-operation of all managers	Managers to report on how policies relevant to their departments are implemented	Ongoing, quarterly progress reports	Corp Serv, MM, Managers	
					Good governance, legal compliance	Dependent on funding obtained	Prioritisation of by-laws and schedule of promulgation completed	Jan-10	Corp Serv, MM, Managers	
					Legal compliance	Dependent on funding obtained	Gap analysis of which by-laws needs to be reviewed	Feb-10	Corp Serv, MM, Managers	
					Legal compliance	Council ability to enforce by-laws	Prioritise by-laws to be reviewed and schedule a timeframe and draw up a budget for these	Mar-10	Corp Serv, MM, Managers	
					Legal compliance	Council ability to enforce by-laws	Managers to report on how by-laws relevant to their departments are implemented and enforced	Ongoing, quarterly progress reports	Corp Serv, MM, Managers	

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Key Performance Area	Related Prog/Goal	Baseline	Inputs	Outputs	Outcome	Risks/Constraints	Perf. Indicator/Target	Date	Resp.	Progress
	Anti-corruption & Fraud	Lack of an anti-corruption and fraud strategy and policy	MM, Corp Serv, Managers, Operational budget	Strategy and policy in place and implemented			Strategy and policy developed, approved and implemented	May-10	MM, Corp Serv, Managers	
	Delegations	Review of delegation system to ensure Council resolutions are implemented	MM, Corp Services, Managers, Operational budget	Fratification of reviewed delegation system		Risk to managers' performance	Legally compliant delegation system to ensure Council resolutions are implemented	May-10	MM, Corp Serv, Managers	
	Implementation of Council Resolutions	Strengthening Monitoring on the implementation of Council Resolutions	MM, Corporate services, software	Council Resolutions implemented promptly	Improve functioning of Council	Co-operation of staff, correct software	Receive reports on the implementation of Council Resolutions	Monthly to serve at EXCO	MM, Corporate Services, Managers	
	Contracts Management	Contract management as required in the MFMA and MSA not applied	Corporate Services, MM, Managers, Operational budget	Effective contract management and monitoring as legally prescribed	Good governance, legal compliance		Ongoing contract management and monitoring of all external contracts	QR		
	Internal Audit & Risk Management	Audit plan to be continuously reviewed	MM, Managers, Operational budget	Audit plan reviewed and communicated to Audit Committee and management			Consolidation of performance reports for inclusion in the Annual Report	Mar-10	MM, Corporate Services, Managers	
		Risk assessments to form part of audit plan but IA Unit does not have capacity, expertise to attend to risk management on its own - interdept co-operation required	MM, Managers, IA, Audit Committee, Operational budget	Continuous risk assessment of departments, facilities, staff, etc. as required by MFMA	Good, sustainable governance, financial management and administration	Lack of capacity and funding	Benchmark with WDM to ensure all risk management requirements taken into account and a legal compliant risk management plan is in place	31-Jun-10	MM, Managers	
				Risk management system developed			Updated risk assessments of all departments completed	Jan-10	MM, Managers	
							Updated risk profile of municipally completed	Mar-10	MM, Managers	
							Updated risk management system in place	June 2010, ongoing	MM, Managers	
							Each dept to develop an action plan for the risk areas identified within the risk assessments	June 2010 onwards	MM, Managers	
							Monitor the implementation of the action plan and provide quarterly progress reports	June 2010 onwards	MM, Managers	
	Intergovernmental Relations	IGR Clusters to be used for inter-governmental unity and support given challenges of WDM area	Managers, MM, Operational Budget	Attendance of District IGR Cluster meetings as applicable to each Department	Improved IGR	Lack of participation by the other LMs and Sector Departments	Full attendance of cluster meetings and feedback reports	QR		
	Vuna Awards 2010	Participation even though not yet a serious contender	Managers, MM, Operational Budget	Participation in Vuna Awards	To be used as a yardstick and benchmarking exercise for improvement of services		Gearing for participation by establishing the information required and collating such for 2010 Vuna entry	Jan 2010 onwards	Corp Serv, MM, Managers	

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Annexure B

PERSONAL DEVELOPMENT PLAN (PDP)

Entered into by and between

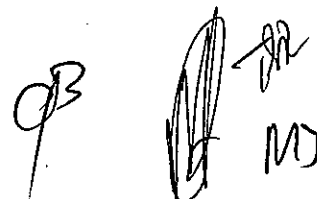
THABAZIMBI LOCAL MUNICIPALITY

["the Employer"]

and

Mr G C Booysen

["the Employee"]

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Explanatory Notes to the Personal Development Plan

1. Introduction

1.1 A Municipality should be 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.

1.2 A Municipality should follow an integrated approach to Human Resource Development, that is:

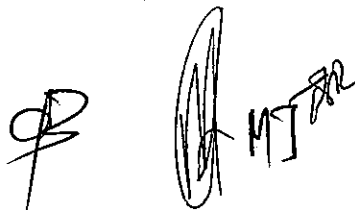
- (a) Human resource development should form an integral part of human resource planning and management.
- (b) In order for a municipality's training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals, career pathing, scarce skills and talent management and succession planning.
- (c) To ensure the necessary linkage with performance management, the municipality's Performance Management and Development System should provide for the Personal Development Plans of employees to be included in their annual Performance Agreements. Such approach will ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs are also identified during the performance management and appraisal process.
- (d) Career-pathing and succession planning ensures that employees are placed and developed in jobs according to aptitude and identified potential and through training and development acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also requires appropriate training, education and development interventions.

2. Competence Modeling

2.1 What does an institution mean when it says an employee / prospective employee is competent if he / she fits a managerial competency framework or occupational competency profile? The institution is in fact expressing competence as a **future-oriented** ideal that they require to achieve their strategic objectives [The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position]. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this 'ideal'.

2.2 There is however a risk in expressing a required competence that a current or prospective employee should adhere to in the future, as the future is, by definition, uncertain. Managers cannot know how an employee will perform in the future nor can they know how employees that they did not select, did not promote, did not award a qualification to, might perform.

2.3 Moreover, managers do not make their expressions in a social vacuum. They do so within a social context in which there are various actors, various stakeholders, with different interests accountabilities, different things they are trying to achieve and various ways in which others will hold them accountable. If managers are selecting employees they shall similarly have to justify their decisions to others. Relevance thus becomes an obvious issue that affects the level of confidence in such a decision. Various human resources procedures and systems need to be established to maintain the relevance of the expression of competence to the requirements of the employer. Confidence is the



basis on which the various parties implicated in the decisions and actions taken within a competence system will seek to account to others for those decisions and actions.

- 2.4 When linking a decision that a prospective employee / current employee is competent the communication is based on what may be called conventions of assessment. Some common understanding is achieved by which a certain set of arrangements become socially accepted as the basis for linking different contexts. Contexts differ, in particular in terms of time. So performance in the past is linked to future situations in which desired performance is anticipated. This linking of contexts will normally involve some model, some way of accounting for the claimed link. The **dplg** has decided on:
- 2.4.1 A managerial competency framework as an expression of required managerial competencies.
- 2.4.2 Occupational competency profiles as expression of occupation / post competency requirements.

3. **Compiling the Personal Development Plan attached as the Appendix.**

- 3.1 The aim of the compilation of Personal Development Plans (PDPs) is to identify, prioritise and implement training needs
- 3.2 The Local Government: Municipal Systems Act: Guidelines: Generic senior management competency framework and occupational competency profiles provides comprehensive information on the relevance of items 2.4.1 and 2.4.2 above to the PDP process. The Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.
- 3.3 The assessment results of a manager against the minimum requirements contained in the managerial competency framework and occupational competency profiles will assist a manager, in consultation with his / her employee, to **compile a Personal Development Plan** as follows:
- (a) The identified training needs should be **entered into column 1 of the Appendix, entitled Skills / Performance Gap**. The following should be carefully determined during such a process:
- a. Organisational needs, which include the following:
- o Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
 - o The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.
 - o Specific competency gaps as identified during the probation period and performance appraisal of the employee.
- b. Individual training needs that are job / career related.
- (b) Next, the **prioritisation of the training needs [1 to ...] in column 1 should also be determined** 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 should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.
- (c) Consideration must then be given to the **outcomes expected in column 2 of the Appendix**, so that once the intervention is completed the impact it had can be measured against relevant output indicators.

- (d) **An appropriate intervention** should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These interventions should be listed in **column 3 of the Appendix, entitled: Suggested training and / or development activity**. The training / development must also be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), 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 with regard to a specific outcome / skills gap identified (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency. There is more detail on this in item 4 below.
- (e) **Guidelines regarding the number of training days per employee and the nominations of employees:** An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (f) **Column 4 of the Appendix: The suggested mode of delivery** refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should 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 the Appendix)** 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 the Appendix**, 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 the Appendix**, provides the employee with a **support person** that could act as coach or mentor with regard to the area of learning.

3.4 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 (LGSETA).

3.5 Funding should be made available for training, education and development, in line with the Skills Development Act, at least 1% of the personnel budget must be earmarked for it. Additional funding can also be secured in terms of the provisions of the Skills Development Levies Act from the LGSETA if:

- (a) A Skills Development Facilitator has been appointed.
- (b) The Workplace Skills Plan has been submitted.
- (c) A submission, including a Business Plan is submitted for additional grants [The LGSETA can be approached at Tel. 011 456 8579 for more information in this regard].

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4. Life-long learning

4.1 It was agreed that an outcomes-based Lifelong Learning Development Framework would be the basis on which Curriculum 2005 would be developed. The basic principle is that learners should be able to progress to higher levels of achievement by mastering prescribed learning outcomes. Learning programmes should thus facilitate progression from one phase or learning outcome to another and from any starting point in the education and training system. Prior knowledge (acquired informally or by work experience, would also have to be assessed and credited. National qualifications would be awarded, at each of the levels of the National Qualifications Framework (NQF) [see the attached definitions] provided that candidates have accumulated certain combinations of credits and have abided by probable rules of combinations required for such qualifications.

4.2 Eight learning areas were identified to form the basis of all education up to the Further Education and Training Certificate:

Nr.	Learning Area
1	Language, Literacy and Communication
2	Mathematical Literacy, Mathematics and Mathematical Science
3	Human and Social Sciences
4	Natural Sciences
5	Technology
6	Arts and Culture
7	Economic and Management Sciences
8	Life Orientation

4.3 As is clear from the definitions, there will be four phases, with Adult Basic Education and Training (ABET) linked to the first three. The history of school education had the effect that the majority of the adult population for black communities, were provided with inadequate education or no schooling. Thus ABET is viewed as a force for social participation and economic development and has been brought into the mainstream of the education and training system. The underlying principles are that ABET should provide a general basic education, promote critical thinking and empower individuals to participate in all aspects of society, and promote active learning methods, and, ABET should lead to nationally recognized certificates based on clear national standards assessed as learning outcomes.

4.4 Once the foundation phase is addressed the other phases can follow suit. In this regard the discussion in item 3.3 (d) refers. Note should also be taken that in addressing professionalisation within the local government sector there may be a need to develop vocational qualifications.

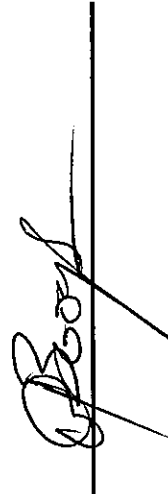
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Appendix 1

Personal Development Plan of:

Compiled on: 1 July 2008

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
E.g. 1. Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him / her, appraise them against set criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard?]	External provider, in line with identified unit standard and not exceeding R 6 000	March 200...	Appraisal of managers reporting to him / her	Senior Manager: Training
2.						
3.						



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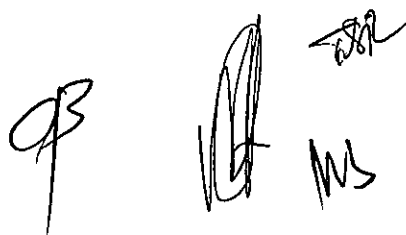
Manager's signature:



DEFINITIONS:

“Higher, Further and General Education and Training” refers to:

National Qualification Framework level	Levels	TYPES OF QUALIFICATIONS AND CERTIFICATES	
8	HIGHER EDUCATION AND TRAINING	Doctorates Further Research Degrees	
7		Higher Degrees Professional Qualifications	
6		First Degrees Higher Diplomas	
5		Diplomas Occupational Certificates	
FURTHER EDUCATION AND TRAINING CERTIFICATES			
4	FURTHER EDUCATION AND TRAINING	School/College/Training Certificate Mix of units from all	
3		School/College/Training Certificate Mix of units from all	
2		School/College/Training Certificate Mix of units from all	
GENERAL EDUCATION AND TRAINING CERTIFICATES			
1	GENERAL EDUCATION AND TRAINING	Senior Phase	ABET level 4
		Intermediate Phase	ABET level 3
		Foundation Phase	ABET level 2
			ABET level 1



CORE MANAGERIAL COMPETENCIES - CMCs	
(1) STRATEGIC CAPABILITY & LEADERSHIP	PERFORMANCE INDICATORS
Provides a vision, sets the direction for the municipality and / or department and inspires others to deliver on the IDP mandate.	<p>Gives direction to team in realizing the municipality's strategic and development objectives.</p> <p>Impacts positively on team morale, sense of belonging and participation.</p> <p>Develops detailed action plans to execute strategic objectives.</p> <p>Assists in defining performance measures to evaluate the success of strategies.</p> <p>Translates strategies into action plans.</p> <p>Secures cooperation from colleagues and team members.</p> <p>Seeks mutual benefit / win-win outcomes for all concerned.</p> <p>Supports stakeholders in achieving their goals / satisfying their needs.</p> <p>Inspires staff with own behaviour – "walks the talk".</p> <p>Manages and calculates risk.</p> <p>Communicates IDP to the department.</p> <p>Utilizes strategic planning methods and tools.</p>
(2) PROGRAMME & PROJECT MANAGEMENT	PERFORMANCE INDICATORS
Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs, outcomes and targets.	<p>Establishes broad stakeholder involvement and communicates the project status and key milestones.</p> <p>Defines the roles and responsibilities for project team members and clearly communicates expectations.</p> <p>Balances quality of work with deadlines and budget.</p> <p>Identifies and manages risks to the project by assessing potential risks and building contingencies into the project plan.</p> <p>Uses computer software programmes or suitable alternative measures to help manage projects.</p> <p>Sets and manages service level agreements with contractors.</p> <p>Where applicable, manages alternative service delivery agreements.</p>
(3) FINANCIAL MANAGEMENT	PERFORMANCE INDICATORS
Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally accepted financial practices in order to ensure the achievement of strategic municipal objectives.	<p>Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate.</p> <p>Manages and monitors financial risk.</p> <p>Continuously looks for new opportunities to obtain and save funds.</p> <p>Prepares financial reports and guidelines based on prescribed format.</p> <p>Understands and weighs up financial implications and propositions.</p> <p>Understands, analyses and monitors financial reports.</p> <p>Allocates resources to established strategies and objectives.</p> <p>Aligns expenditure to cash flow projections.</p> <p>Ensures effective utilization of financial resources.</p> <p>Develops corrective measures / actions to ensure alignment of budget to financial resources.</p> <p>Prepares own budget in line with the development objectives of the municipality.</p>

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(4) CHANGE MANAGEMENT	PERFORMANCE INDICATORS
<p>Initiates, supports and champions organisational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments. Team building.</p>	<p>Perform analysis to determine the impact of changes in the social, political and economic environment. Keeps self and others calm and focused during times of change or ambiguity. Initiates, support and encourages new ideas. Volunteers to lead change efforts outside own work team. Consults and persuades all the relevant stakeholders of the need for change. Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change. Coaches colleagues on how to manage change. Pro-actively seeks new opportunities for change. Identifies and assists in resolving resistance to change with stakeholders. Designs specific projects to enable change that are aligned to the organisational objectives. Uses the political, legislative and regulatory processes of local government to drive and implement change efforts.</p>
(5) KNOWLEDGE MANAGEMENT	PERFORMANCE INDICATORS
<p>Obtains, analyses and promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organisation.</p>	<p>Uses appropriate information systems to manage organisational knowledge. Uses modern technology to stay abreast of world trends and information. Evaluates information from multiple sources and uses information to influence decisions. Creates mechanisms and structures for sharing of knowledge in the organisation. Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organisational efficiency. Promotes the importance of knowledge sharing within own area. Adapts and integrates information from multiple sources to create innovative knowledge management solutions. Nurtures a knowledge-enabling environment.</p>
(6) SERVICE DELIVERY INNOVATION	PERFORMANCE INDICATORS
<p>Champions new ways of delivering services that contribute to the improvement of organisational processes in order to achieve organisational objectives.</p>	<p>Consults communities and stakeholders on ways to improve the delivery of services. Communicates the benefits of service delivery improvement opportunities to stakeholders. Identifies internal process improvement opportunities. Demonstrates full knowledge of principles on service delivery innovations. Identifies and analyses opportunities where innovative ideas can lead to improved service delivery. Creates mechanisms to encourage innovation and creativity within functional area and across the municipality. Implements innovative service delivery options in own department.</p>
(7) PROBLEM SOLVING & ANALYTICAL THINKING	PERFORMANCE INDICATORS
<p>Systematically identifies, analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.</p>	<p>Explains potential impact of problems to own working environment. Demonstrates logical problem solving approach and provides rationale for proposed solutions. Determines root causes of problems and evaluates whether solutions address root causes. Demonstrates objectivity, thoroughness, insightfulness and probing behaviour when approaching problems. Demonstrates the ability to break down complex problems into manageable parts and identify solutions.</p>

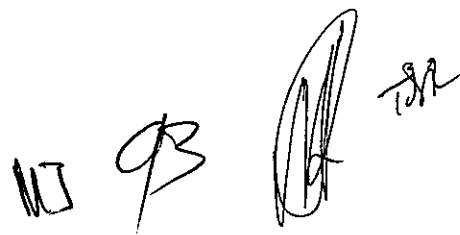
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(8) PEOPLE & DIVERSITY MANAGEMENT	PERFORMANCE INDICATORS
<p>People management and empowerment (manages and encourages people, optimizes their outputs and effectively manages relationships in order to achieve organisational objectives).</p>	<p>Seeks opportunities to increase personal contribution and level of responsibility. Supports and respects the individuality of others and recognizes the benefits of diversity of ideas and approaches. Delegates and empowers others to increase contribution and level of responsibility. Applies labour and employment legislation and regulations consistently. Facilitates team goal setting and problem solving. Recognizes individuals and teams and provides developmental feedback in accordance with performance management principles. Adheres to internal and national standards with regards to HR practices. Deals with labour matters. Identifies competencies required and suitable resources for specific tasks. Displays personal interest in the well-being of colleagues and other stakeholders. Manages conflict through a participatory and transparent approach.</p>
(9) CLIENT ORIENTATION & CUSTOMER FOCUS	PERFORMANCE INDICATORS
<p>Willing and able to deliver services effectively and efficiently in order to put the spirit of customer services – Batho Pele – into practice.</p>	<p>Develops clear and implementable service delivery improvement programmes. Identifies opportunities to exceed the expectations of customers. Designs internal work processes to improve customer service. Adds value to the organisation by providing exemplary customer service. Applies customer rights in own work environment.</p>
(10) COMMUNICATION	PERFORMANCE INDICATORS
<p>Exchanges information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and / or influence others to achieve the desired outcomes.</p>	<p>Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way. Receptive to alternative viewpoints. Adapts communication content and style according to the audience including managing body language effectively. Delivers messages in a manner that gains support, commitment and agreement. Writes well structured, integrated documents. Communicates controversial or sensitive messages to stakeholders tactfully. Listens well and is receptive. Encourages participation and mutual understanding.</p>
(11) HONESTY & INTEGRITY	PERFORMANCE INDICATORS
<p>Accountability and ethical conduct should display and build the highest standards of ethical and moral conduct complying with generally accepted value systems in order to promote confidence and trust in the sphere of local government.</p>	<p>Conducts self in accordance with the municipal code of conduct for officials. Admits own mistakes and weaknesses and seeks help from others where unable to deliver. Reports fraud, corruption, nepotism and maladministration. Honours the confidentiality of matters and does not use it for personal gain or the gain of others. Discloses conflict of interests. Establishes trust and show confidence in others. Treats all employees with equal respect. Undertakes roles and responsibilities in a sincere and honest manner. Incorporates organisational values and beliefs into daily work. Uses work time for organisational matters and not for personal gain. Shares information openly, whilst respecting the principle of confidentiality. Accepts accountability for decisions / actions taken. Refrains from blaming others for mistakes and/or incorrect or inappropriate decisions.</p>

MS JB [Signature]

CORE OCCUPATIONAL COMPETENCIES - COCs

<p>(1) COMPETENCE IN SELF MANAGEMENT</p>	<p align="center">PERFORMANCE INDICATORS</p>
<p>Being able to manage oneself in respect of time, the performance of duties, improving one's skills and expertise in order to become a more self-motivated and driven manager.</p>	<p>Maintains an efficient diary. Prioritises work in accordance with the importance thereof. Improves his/her knowledge and skills on a continuous basis. Deals with incoming work in such a way that it does not cause delays throughout the system.</p>
<p>(2) INTERPRETATION & IMPLEMENTATION WITH- IN LEGISLATIVE & NATIONAL POLICY FRAMEWORKS</p>	<p align="center">PERFORMANCE INDICATORS</p>
<p>Remains informed of all major legislation and newly developed policies in order that such legislation and policies can be successfully interpreted and implemented.</p>	<p>Remains informed of all new legislation and policies. Reports on such legislation and policies to Council so as to make Council aware of the implications thereof. Gives regular feedback to management and staff on new legislation and policies that affect them. Adapts the functional operation of the Municipality to be in compliance with such legislation and policies.</p>
<p>(3) KNOWLEDGE OF PERFORMANCE MANAGEMENT AND REPORTING</p>	<p align="center">PERFORMANCE INDICATORS</p>
<p>Ensures that a good working knowledge of performance management and reporting is obtained, that the principles thereof are understood and applied in practice in order to ensure the successful implementation of performance management and reporting.</p>	<p>Updates his/her knowledge of performance management on a continuous basis. Ensures that reports in regard to performance management are regularly compiled in accordance with legal prescriptions. Identifies deviations from agreed to performance targets and institutes corrective measures. Participates in the performance appraisal of adjoining municipalities so as to broaden his/her knowledge of performance management.</p>
<p>(4) KNOWLEDGE OF GLOBAL & SA POLITICAL, SOCIAL & ECONOMIC CONTEXTS</p>	<p align="center">PERFORMANCE INDICATORS</p>
<p>Expands a knowledge base in regard to political social and economic developments in South Africa and the rest of the world on a continuous basis in order to give direction in terms of political social and economic developments that impact on the Municipality.</p>	<p>Expands knowledge of political, social and economic aspects on a continuous basis e.g by reading widely on these topics, subscribing to journals in this regard or gaining information via the Internet. Advises Council and management especially during the IDP process of developments in these fields that could impact on the Municipality and, where such impacts are negative, to propose counter measures to minimise such negative impacts</p>



(5) POLICY CONCEPTUALISATION, ANALYSIS & IMPLEMENTATION	PERFORMANCE INDICATORS
<p>The ability to identify a need for a policy, the development of such a policy and to give practical effect to such an adopted policy.</p>	<p>Demonstrates awareness of a working environment that requires a policy directive. Is acquainted with the legal framework which dictates the development of a specific policy. Knows the fundamental principles which underpin the development of a successful policy. Is able to obtain inputs from identified stakeholders and interested and affected parties. Can successfully workshop draft policy inputs into an acceptable draft format thereby promoting inclusivity and legitimacy. Is able to draft a report motivating the need for the policy and the acceptance of the formulated draft policy. Ensuring inputs from the Council (or other final decision-making body) are incorporated into the final policy document. Is able to make role-players, affected by the adopted policy, aware of the contents and consequences of the policy. Provides guidance and/or training on how to implement the policy. Ensures that policy is correctly implemented and thereafter monitors such implementation. Takes corrective action where policy implementation isn't adhered to. Amends a policy, if found necessary, to satisfy changing circumstances.</p>
(6) KNOWLEDGE OF FUNCTIONAL MUNICIPAL FIELDS/DISCIPLINES	PERFORMANCE INDICATORS
<p>Expands his/her knowledge base in order to ensure that a holistic and objective perspective on all municipal disciplines is maintained.</p>	<p>Spends one day per month dedicated to a specific municipal activity/function. Attends at least one conference per year not related to own task. Reads journals related to different disciplines within the municipal context and displays concrete evidence of having absorbed such knowledge.</p>
(7) MEDIATION SKILLS	PERFORMANCE INDICATORS
<p>Mediation is the ability to resolve differences of opinion and by opposing parties, in such a manner that the differences are not only resolved, but that the relevant parties accept the outcome of the mediation.</p>	<p>Is able to identify situations where mediation may be required. Persuades opposing parties to accept the route of mediation. Instils adequate confidence in the parties that he/she is able to successfully mediate on the differences. Brings the parties to a point where they are prepared to forego preconceived points of views and to accept an opposing point of view from another party. Ensures that mediation process continues in spite of periodic objections from the parties. Formulates a compromise solution that is accepted by the concerned parties. Ensures that opposing parties perceive that the mediated solution created a win/win situation.</p>

ANNEXURE D

ANNUAL BONUS RELATED PERFORMANCE APPRAISAL STANDARDS AND PROCEDURES

This annual bonus related performance assessment of the Municipal Manager and Managers is in accordance with the Municipal Performance Management Regulations, 1 August 2006.

It is informed by the Quarterly Performance Reviews which took place as scheduled in the Performance Agreements and uses the same evaluation scale and performance criteria as the Quarterly Reviews.

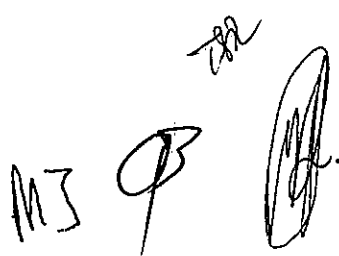
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PERFORMANCE APPRAISAL OF KPAs AND CCRs TO DETERMINE IF THE MANAGER QUALIFIES FOR A PERFORMANCE BONUS

LEVEL	DESCRIPTION	RATING	ASSESSMENT SCORE	PERFORMANCE BONUS RATIOS
Level 5: Outstanding Performance	Performance far exceeds the standard expected for the job in all areas of the manager. The manager has achieved exceptional results against all performance criteria and indicators specified in the Performance Plan and maintained this in all areas of responsibility throughout the year.	5	75 - 100	Maximum bonus allowed is 14%. Regulations is between 10% and 14% of person's inclusive annual remuneration package. The % as determined per Council Resolution is as follows: 75 - 76% - 10% 77 - 78% - 11% 79 - 80% - 12% 81 - 84% - 13% 85 - 100% - 14%
Level 4: Performance significantly above expectations	Performance is significantly higher than the standard expected for the job in all areas. The manager has achieved above fully effective results against more than half of the performance criteria and indicators specified in the Performance Plan and fully achieved all others throughout the year.	4	65 - 74	Maximum bonus allowed is 9%. Regulations is between 5% and 9% of person's inclusive annual remuneration package. The % as determined per Council Resolution is as follows: 65 - 66% - 5% 67 - 68% - 6% 69 - 70% - 7% 71 - 72% - 8% 73 - 74% - 9%
Level 3: Fully effective	Performance fully meets the standard expected for the job in all areas. The manager has achieved effective results against all significant performance criteria and indicators specified in the Performance Plan and may have achieved results significantly above expectations in one or two less significant areas throughout the year.	3	51 - 64	No bonus
Level 2: Performance not fully satisfactory	Performance is below the standard required for the job in key areas. The manager has achieved adequate results against many key performance criteria and indicators specified in the Performance Plan but did not fully achieve adequate results against others during the course of the year. Improvement in these areas is necessary to bring performance up to the standard expected.	2	31 - 50	No bonus
Level 1: Unacceptable performance	Performance does not meet the standard required for the job. The manager has not met one or more fundamental requirements and/or is achieving results that are well below the performance criteria and indicators in a number of significant areas of responsibility. The manager has failed to demonstrate the commitment or ability to bring performance up to the level expected despite efforts to encourage improvement.	1	Less than 30	No bonus



(8) GOVERNANCE SKILLS	PERFORMANCE INDICATORS
<p>Obtains a sound understanding of the concept of governance and applies it in practice so as to promote good governance within the Municipality.</p>	<p>Interacts in a constructive way with the political office bearers and other elected councillors. Ensures that the Batho Pele principles are understood and applied by staff. Ensures that community-based inputs are incorporated into e.g the IDP budget, policies and by-laws. Endeavours to obtain an unqualified audit report from the Auditor General and where qualifications are raised, that these are fully addressed within the next financial year. Practises sound public administration in accordance with the provisions of Section 195 of the Constitution. Upholds the codes of conduct as set out in Schedules 1 and 2 of the Systems Act. Ensures that the municipal website contains all the prescribed information and that such information is regularly updated.</p>

(9) COMPETENCE AS REQUIRED BY NATIONAL LINE SECTOR DEPTS	PERFORMANCE INDICATORS
<p>Determines which line sector departments have requirements in regard to duties to be performed and acquires the competencies as required by the identified line sector department.</p>	<p>Establishes which line sector department has the greatest need to interact with the Municipality. Establishes a liaison with such line sector department and determines the competencies to be acquired. Acquires the competencies by way of studying the applicable legislation, policies and other directives from the line sector department. Channels the knowledge through to the relevant municipal department so as to ensure that the greatest degree of synergy between the line sector department and the Municipality is achieved.</p>

(10) EXCEPTIONAL & DYNAMIC CREATIVITY TO IMPROVE FUNCTIONING OF MUNICIPALITY	PERFORMANCE INDICATORS
<p>Applies strategic, out-of-the-box thinking and suggests a way forward in order that the Municipality may function in an exceptional and dynamic manner.</p>	<p>Strategises with political office bearers and the management team in such a way that new concepts and ideas are generated. Displays the ability to challenge routine suggestions and recommendations and proposes unthought-of alternatives. Displays the ability to suggest innovative service delivery mechanisms. Suggests cost saving measures, enhances the skills and performance of members of staff and solves problems in an innovative and cost effective manner.</p>

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