

**PERFORMANCE AGREEMENT
FOR
YEAR 2013/2014**

MADE AND ENTERED INTO BY AND BETWEEN

**THE COUNCIL OF THE iLEMBE DISTRICT
MUNICIPALITY**

Herein represented by S W MDABE, in his duly authorised capacity as the
Mayor of iLembe District Municipality

AND

M A MDLALA

as the Municipal Manager of the
iLembe District Municipality
(Employee)

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1. INTRODUCTION

(1) The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".

(2) Section 57(1)(b) of the Systems Act, read with the Memorandum of Agreement of Employment concluded between the parties, requires the parties to conclude an annual Performance Agreement. The employer must conclude a Performance Agreement within 90 days of assumption of duty and renew it annually within one month of the commencement of the beginning of the financial year.

(3) The parties will ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals as defined in the municipal IDP.

(4) The parties will ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to –

2.1 Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act as well as the Memorandum of Agreement of Employment entered into between the parties;

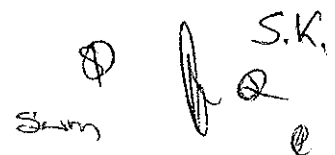
2.2 Communicate to the Employee the Employer's performance expectations and accountabilities by specifying objectives and targets as defined in the IDP;

2.3 Specify accountabilities as set out in the Performance Plan marked Annexure "A" (Capital Budget) and (Operating Budget)

2.4 Monitor and measure performance against set targeted outputs; in terms of the said Performance Plan.

2.5 Use the Performance Agreement and Performance Plan to assess whether the Employee has met the performance expectations applicable to his/her job;

2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy or institute sanctions for consistent under-performance.


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2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

3.1 This Agreement will commence on the 1st August 2013 and will remain in force until 30th June 2014 whereafter a new Performance Agreement and new Performance Plan shall be concluded between the parties for the next financial year or any portion thereof.

3.2 The parties will review the provisions of this Agreement during June each year and will conclude a new Performance Agreement (and Performance Plan) that replaces this Agreement at least once a year but not later than one month after the commencement of the new financial year.

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

3.6 Any significant amendments/ deviations referred to in 3.4 and 3.5 above must take cognisance of, where relevant, the requirements of sections 34 and 42 of the Systems Act, and must be done in terms of regulation 4 (5) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager, 2006 ("the Regulations").

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan sets out-

4.1.1 The performance objectives and targets that must be met by the Employee; and

4.1.2 The time frames within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in Annexure "A" (Capital Budget) and (Operating Budget) are set by the Employer in consultation with the Employee and based on the Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

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4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5 PERFORMANCE APPRAISAL FRAMEWORK

5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer itself, management and municipal staff of the Employer.

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

5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.

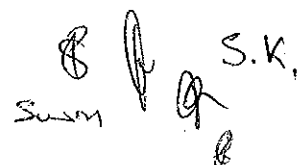
5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which are contained in the Performance Agreement.

5.6 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.

5.7 KPAs covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment.

5.8 Each area of assessment will be weighted and will contribute a specific part to the total score.

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


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National Performance (KPA's)	Key Areas	IDM Priorities as per the NKPA	Weighting	Weighting
1. Basic Service Delivery		Water Sanitation	H	30%
2. Socio-Economic Development		Ilembe Enterprise (LED; Job creation) Health & Safety Disaster Management	H	30%
3. Financial Viability and Management		Expenditure of grants Revenue generation Budget control Supply Chain Management	H	20%
4. Municipal Development & Institutional Transformation		HR Management Training Policies Legal Matters Coaching sessions	M	10%
5. Good Governance and Democracy		Public Participation Communication IGR PMS Internal Auditing	H	10%
Total				100%

5.10 The CMCs will make up the other 20% of the Employee's assessment score. CMCs that are deemed to be most critical for the Employee's specific job should be selected (✓) from the list below as agreed to between the Employer and Employee.

Annexure "B" provides the scoring template for the Core Competency requirements identified in the Table hereunder.

Core Competency Assessments will be conducted during quarterly face-to-face Performance Assessments. The Mayor shall conduct Core Competency Assessments for the Municipal Manager. The Municipal Manager shall conduct Core Competency Assessments for Section 56 Managers. Where agreement on the allocation of a score (on the range 1 – 5) cannot be reached, the onus rests with the Employee to provide evidence of their claim to possession of the disputed Core Competency.

Core Competency Requirements for Managers		
Core Managerial Competencies (CMC)	Brief Description	WEIGHT
Programme and Project Management	To be inserted in the customisation of individuals' Performance Agreements	20
Financial Management – COMPULSORY	Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes – See Additional Notes below	10

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Service Delivery Innovation	To be inserted in the customisation of individuals' Performance Agreements – if applicable / optional	20
People Management and Empowerment - COMPULSORY	Manages and encourages people, optimises their outputs and effectively manages relationships to achieve organisational goals – See Additional Notes	10
Client Orientation and Customer Focus - COMPULSORY	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice – See Additional Notes	15
Accountability and Ethical Conduct	To be inserted in the customisation of individuals' Performance Agreements – if applicable / optional See Additional Notes	10
Supply Chain Management	To be inserted in the customisation of individuals' Performance Agreements – if applicable / optional See Additional Notes	15
		100%

Additional Notes:

Compulsory

The compulsory Core Competencies above (Financial Management, People Management and Customer Focus) will all routinely be scored according to Annexure B of this agreement.

Financial Management is further measured in all managers' performance plans against a performance target.

In addition to the guidelines in Annexure B, People Management as a core competency is expected to contribute to the reduction of the costs associated with a failure to contain overtime, telephone/cell phone & internet usage as well as subsistence and travel.

Optional

With the Accountability core competence, the ability to meet all reporting timeframes / deadlines will be considered additionally. Monitoring of the manager's ability to provide the relevant information required in the provincially prescribed COGTA Datasheets, on a quarterly basis. – will be a final consideration when awarding a score at assessment time.

Supply Chain Management is also selected for additional attention, if deemed applicable to the individual manager. Over and above Annexure B, the manager's competence will be assessed against his/her ability to generate appropriate Key Performance Indicators and Timeframes for external Service Providers. These must be captured in SLAs per Service Provider.

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6. EVALUATING PERFORMANCE

6.1 The organisation's PMS Framework to be read together with this Agreement sets out:

6.1.1 the standards and procedures for evaluating the Employee's performance; and

6.1.2 the intervals for the evaluation of the Employee's performance.

6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.

6.3 Personal growth and development needs shall be documented up-front in this Performance Agreement and additional needs may be identified during any performance review discussion. Annexure "C" documents is a Personal Development Plan, the Employee's personal growth and development needs at the beginning of the financial year as well as the actions agreed to. Implementation must take place within set time frames, including attendance at, at least 1 week-long training workshop per year to allow the Employee to remain abreast of the latest developments in his/her field of work for the Employer.

6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

6.5 The annual performance appraisal will involve:

6.5.1 Assessment of the achievement of results as outlined in the SDBIP/Performance Scorecard:

(a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

(b) An indicative rating on the five-point scale should be provided for each KPA.

(c) The applicable assessment rating calculator must then be used to add the scores and calculate a final aggregate score.

6.5.2 Assessment of the CMCs

(a) Each CMC should be assessed according to the extent to which the specified standards have been met.

(b) An indicative rating on the five-point scale should be provided for each CMC.

(c) The applicable assessment rating calculator (refer to paragraph 7.5.1 above) must then be used to add the scores and calculate a final aggregate score.

6.5.3 Overall rating

An overall rating is calculated by the PMS Unit; however, the municipality will be procuring an electronic system for managing performance which will also cater for making these calculations.

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7. Management of Performance Outcomes

Detail regarding the recognition and commensurate rewards for performance exceeding stipulated targets in the SDBIP are documented in the municipality's PMS Framework and in-line with the August 2006 PMS Regulations.

Annexure "D" provides the process to be followed in the event the Employer fails to meet his/her performance objectives. Poor performance shall be deemed consistent once two consecutive quarterly performance face-to face appraisals reveal declining achievements against set targets.


8. Recognition for Performance of Additional Tasks

Over and above KPA's where performance will be measured against SDBIP entries, recognition may be given for the performance of additional tasks. Rewards will be at the discretion of the iLembe District Municipality's Executive Committee.

9. Performance Reporting Deadlines

Departmental performance reports are due monthly, for the previous month – 14 days after the end of the previous month.

Quarterly, Half-Year and Annual Departmental Performance Reports are subject to this deadline and must include by the same deadline – Portfolios of Evidence in support of performance information submitted.


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SIGNED AT Kwadukuzana ON THIS THE 11 DAY OF September 2013

AS WITNESSES:

1. Ellay

[Signature]

THE MUNICIPALITY
(The Mayor)

2. [Signature]

SIGNED AT KwA Madlala ON THIS THE 03 DAY OF September 2013

AS WITNESSES:

1. Madlala



[Signature]

THE EMPLOYEE
(M A MADLALA)

2. [Signature]

ANNEXURE A:

**CAPITAL & OPERATIONAL BUDGET PERFORMANCE PLAN (compulsory)
(Attached)**

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DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER
 MUNICIPAL MANAGER : A M MADLALA

NATIONAL KPA's	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	1st QUARTER TARGET End Sept: 2013	2nd QUARTER TARGET End Dec 2013	3RD QUARTER TARGET End March 2014	4TH QUARTER TARGET End June 2014	RESPONSIBLE DEPARTMENT
NEW WATER & SANITATION INFRASTRUCTURE													
Service Delivery & Infrastructure	To provide sustainable infrastructure that will render water and sanitation services	To deliver water infrastructure to deliver effective services & reduce the backlog	New hh with water Access	Number of new households with access to water	Number	5452hh	4332hh	R210,263,160	0hh	0hh	0hh	4332hh	Technical Services
	Improve access to basic sanitation services	To deliver infrastructure: Basic sanitation (VIP's)	New hh with sanitation Access	Number of new households with access to sanitation - VIPS	Number	3812hh	3528hh	R75,560,527.00	882hh	1764hh	2646hh	3528hh	Technical Services
	To provide sustainable infrastructure that will render water and sanitation services	To deliver water infrastructure to deliver effective services & reduce the backlog	Expenditure - Water Projects	Rand value of expenditure	Rand Value	R226,600m	R2,0263,160	R210,263,160	R41,200,000	R95,400,000	R144,100,000	R210,263,160	Technical Services/Finance
	Improve access to basic sanitation services	To deliver infrastructure: Basic sanitation (VIP's)	Expenditure - Sanitation Projects	Rand value of expenditure	Rand Value	R39,200m	R75,560,527	R75,560,527.00	R17,814,693	R35,779,386	R53,694,079	R75,560,527	Technical Services/Finance
	REPAIRS & MAINTENANCE												
Improve access to basic water & sanitation services	To ensure sustainable provision of water & sanitation services	Repairs & Maintenance	Percentage Progress in the implementation of repairs & maintenance plan	Percentage & R Value	a) 100% b) R29m	a) 100% b) R15,770,000	a) 25% b) R3,942,500	a) 50% b) R7,885,000	a) 75% b) R11,827,500	a) 100% b) R15,770,000			Technical Services
TOTAL HOUSEHOLD BENEFICIARIES TARGETED FOR NEW WATER PROVISION: 4332 hh													
TOTAL HOUSEHOLD BENEFICIARIES FOR NEW SANITATION PROVISION: 3528 hh													

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DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER

MUNICIPAL MANAGER : A M MADLALA

NATIONAL KPA's	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	1st QUARTER TARGET End Sept 2013	2nd QUARTER TARGET End Dec 2013	3rd QUARTER TARGET End March 2014	4th QUARTER TARGET End June 2014	RESPONSIBLE DEPARTMENT	
Service Delivery & Infrastructure	To provide excellent water quality that will meet or exceed the National Standards	To provide excellent water quality that will meet or exceed the National Standards	Blue drop status	Final assessments conducted for 2013/2014 FY for Blue Drop status by deadline	Percentage	New Measure	By end June 2014	salaries	Final results received for 2012/2013 FY	N/A	Preliminary assessments conducted for 2013/2014	Final assessments conducted for 2013/2014	Technical Services	
	To provide excellent water quality that will meet or exceed the National Standards	To provide excellent water quality that will meet or exceed the National Standards	Green drop status	Final assessments conducted for Green Drop status by deadline	Percentage	New Measure	By end June 2014	salaries	Final results received for 2012/2013 FY	N/A	Preliminary assessments conducted for 2013/2014	Final assessments conducted for 2013/2014	Technical Services	
	To improve the level of financial utilisation non-wasteful but for specified projects	Repairs & Maintenance	Repairs & Maintenance	% operational budget spent on repairs and Maintenance	Percentage	8%	10%	R15,770,000	3%	5%	7%	10%	Technical Services Department	
	Reduce unaccounted water	To reduce water losses due to ageing infrastructure and leaks	Real Water losses	Percentage reduction in real water losses	Percentage	22%	20%		Maintain 22%	Maintain 22%	22%	20%	Technical Services	
	Improve access to basic water services	Water backlog eradication	Water Backlog eradication	Percentage backlog eradication	Percentage	22%	17%	R352,000,000	N/A	N/A	N/A	17%	Technical Services	
	Improve access to basic sanitation services	Water backlog eradication	Sanitation Backlog eradication	Percentage backlog eradication	Percentage	28%	26%		N/A	N/A	N/A	26%	Technical Services	
	Improve response time to water and sanitation interruptions	To ensure sustainable provisions of sanitation services	Lembe DM specific Sanitation Infrastructure	Percentage of reported households responded with services reinstated within 24 hours on sanitation	Percentage	100% within 24 hours	100% within 24 hours	Salaries	100% within 24 hours	100% within 24 hours	100% within 24 hours	100% within 24 hours	100% within 24 hours	Technical Services
	Improve response time to water and sanitation interruptions	To ensure sustainable provisions of water services	Lembe DM specific Water Infrastructure	Percentage of reported households responded with services reinstated within 48 hours on water	Percentage	100% within 48 hours	100% within 48 hours	salaries	100% within 48 hours	100% within 48 hours	100% within 48 hours	100% within 48 hours	100% within 48 hours	Technical Services
	Monitor Siza water concession contract	To Plan Siza Waters Activities in services of DM's WSA responsibilities	Siza Water Plan	Draft 5 year review plan by deadline	Date	June 2013	June 2014	R300k	N/A	N/A	Begin with interactions with the new SLAs	Draft 5 year review plan	Technical Services	
	To achieve a clean audit report	Ensure adequate financial management.	Obtain unqualified audit report for 2012/13	a) Clean audit report by the AG for 2012/13 b) % decrease in AGs findings c) No repeat findings	a) AG Report b) Percentage c) Number	a) Unqualified audit report 2011/2012 b) 25% c) 0	a) Clean audit report by the AG for 2012/13 b) 25% c) 0	Salaries	a) Submission of AFS by 30 August 2013 for DM. Consolidated AFS by 30 Sept 2013 b) N/A c) N/A	a) N/A b) N/A c) N/A	a) N/A b) N/A c) N/A	a) N/A b) N/A c) N/A	Finance	
To ensure long-term financial viability & sustainability of Lembe District Municipality	Ensure adequate financial management.	Compile Budget for 2014/2015	Approved fully funded Operating & Capital Budget for 2014/2015 by deadline	MFMA compliance dates	30 June 2013	30 June 2014	Salaries	Submit 2014/2015 budget programme to the Mayor	N/A	Prepare 2013/2014 mid adjustment budget and mid term assessment.	Prepare 2014/2015 draft budget & final submit for approval	Finance		
To raise monthly collection rate on billing	Revenue Enhancement	Collection Rate	a) Percentage collection rate b) Percentage increase in the proportion of consumers paying in full vs the number of consumers billed	Percentage	a) 80% b) 40%	a) 85% b) 45%	Salaries	a) 70% b) 31%	a) 75% b) 35%	a) 80% b) 40%	a) 85% b) 45%	Finance		
To manage the debtor net revenue collected	Revenue Enhancement	Outstanding debtors	R debtors outstanding as a % of revenue received for services	Percentage	200%	200%	Salaries	1200%	600%	400%	200%	Finance		
To manage the debtor net revenue collected	Revenue Enhancement	Debtors Control	% of debtors over 120 days handed over for collection	Percentage	80%	90%	Salaries	75%	80%	85%	90%	Finance		

NATIONAL KPAs	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	1st QUARTER TARGET End Sept 2013	2nd QUARTER TARGET End Dec 2013	3rd QUARTER TARGET End March 2014	4th QUARTER TARGET End June 2014	RESPONSIBLE DEPARTMENT
Financial Viability & Management	To ensure long-term financial viability & sustainability of iLembe District Municipality	To ensure adequate financial management	Payment of creditors	% of claims with no outstanding issues paid within 30 days	Percentage	100%	100%	Salaries	100%	100%	100%	100%	Finance
	To ensure long-term financial viability & sustainability of iLembe District Municipality	To ensure adequate financial management	Statutory monthly reports to National & Provincial Treasury	Percentage of monthly reports submitted by the 14th of each month	Percentage	100%	100%	Salaries	100% of reports submitted by the 14th of each month	100% of reports submitted by the 14th of each month	100% of reports submitted by the 14th of each month	100% of reports submitted by the 14th of each month	Finance
	To ensure long-term financial viability & sustainability of iLembe District Municipality	To ensure adequate financial management	Statutory monthly reports to Municipal Manager to Exco	Report by 15th of every month	Monthly	Reports submitted by 15th of every month	Monthly	Salaries	Reports submitted by 15th of every month	Reports submitted by 15th of every month	Reports submitted by 15th of every month	Reports submitted by 15th of every month	Finance
	To ensure compliance with SCM policy and regulations	Acquisition Management	Compliance with the SCM policy	Turnaround time for processing all the bids	Number	63 days	90 days	Salaries	90 days	90 days	90 days	90 days	Finance
	To ensure compliance with SCM policy and regulations	Contract Management	Management of service providers	Quarterly reports on external service providers	Number	4	4	Salaries	1	2	3	4	Finance
	To have an updated, approved and populated organogram in all critical need areas of the IDP	To manage the staff component of the Municipality	Well resourced management capacity (Organogram)	Percentage of posts filled on the organogram	Percentage	90%	85%	Salaries	20%	40%	60%	85%	Corporate Services
	Ensure a sufficient budget that complies with the provision of the Skills Development Act (Levy Act)	To improve the capacity of staff to deliver services	Implementation of a workplace skills plan	Percentage of employees trained in accordance with the WSP	Percentage	80%	80%	R1.2m	20%	40%	60%	80%	Corporate Services
	To ensure full compliance with EEA within IDP	To implement employment equity plan	Employment Equity	Number of people from the EE targeted groups employed in compliance with the EE plan	Number	New Measure 120	20	Salaries	5	10	15	20	Corporate Services
	To ensure that conflicts within the municipality are resolved in line with relevant Labour Relations legislation	To limit losses to the municipality - legal risk mitigation	Legal matters	% of legal cases resolved (excluding cases which became the subject of contested litigation)	Percentage	100%	100%	R800k	100%	100%	100%	100%	Corporate Services
	To improve service delivery through implementation of Organisational Performance management	To improve service delivery through implementation of Organisational Performance management	Performance Management	Number of coaching sessions of employees' performance conducted quarterly	Number	4	4	Salaries	1	2	3	4	Performance Management
Institutional Development & Transformation	To ensure well established systems (model) and processes that will facilitate the deepening of democracy through ward committees	To facilitate the deepening of democracy through ward committees and develop implementation plans for projects proposed through the public participation strategy	Enhancement of public participation	Number of public participation meetings	Number	30	23	R3.5m	2 IDP & PP meetings	3 IDP & PP meetings	14 IDP & PP meetings	20 IDP & PP meetings	Corporate Governance
	To improve the alignment of all sector plans and service delivery	To facilitate coordination of within the District	Promote intergovernmental Relations	Number of IGR meetings held within the District	Number	8	4	Salaries	1	2	3	4	Corporate Governance
	Compliance and good governance	To ensure accountability and transparency through reporting of credible information on financial and non financial performance information	Preparation of an Annual Report	Adopted by deadline	Date	31 January 2013	31 January 2014	R100k	Consolidation of information from departments	Draft report	approved report by 31 January 2014	N/A	Corporate Governance
Good Governance & Public Participation													

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NATIONAL KPA's	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	1st QUARTER TARGET End Sept 2013	2nd QUARTER TARGET End Dec 2013	3rd QUARTER TARGET End March 2014	4th QUARTER TARGET End June 2014	RESPONSIBLE DEPARTMENT
Good Governance & Public Participation	To improve the accountability & transparency through credible information from the IDP to the Public	To ensure accountability and transparency through reporting of credible information on financial and non financial performance information	Annual IDP Review	IDP Review adoption by deadline	Date	30 June 2013	2014/2015 IDP adopted by June 2013	Salaries	Start IDP Process	Finalise process, plan and align process with budget processes	Adopt IDP	Implement IDP	Planning Unit
	To meet bulk services requirements for existing and new housing development	To meet bulk services requirements for existing and new housing development	Infrastructure Planning	Number of planning and infrastructure alignments meeting held	Number	12	12	Salaries	3	6	9	12	Planning Unit
	To ensure accountability and transparency through reporting of credible information on financial and non financial performance information	To review the Performance Management Systems Framework document	Performance Management Systems Framework	Review and approval of Performance Management Systems Framework by deadline	Date	30 June 2013	30 June 2014	Salaries	N/A	N/A	N/A	Reviewed Framework	Performance Management Unit
	To ensure accountability and transparency through reporting of credible information on financial and non financial performance information	To complete the Annual Performance Report in terms of section 46 of the Municipal Systems Act	Annual Municipal Performance Report	2012/13 AMPR done by Lembe PMS Unit by deadline	Date	30 August 2012	30 August 2013	Salaries	AMPR submitted to AG by 30 August 2013	N/A	N/A	N/A	Performance Management Unit
	To ensure accountability and transparency through reporting of credible information on financial and non financial performance information	To implement internal Audit practices	Internal Audit	Number of audit assignments completed by deadline	Number	11	21	Salaries	3	8	14	21	Internal Audit Unit
	To ensure accountability and transparency through reporting of credible information on financial and non financial performance information	To provide a basis that will effectively deal with uncertainty of associated risk and opportunity, thereby enhancing capacity to build value	Risk Management	Review and approval of the Enterprise Risk Management Framework by deadline	Date	New Measure	30 June 2014	Salaries / assistance from Provincial Treasury	N/A	N/A	Draft ERM	Reviewed & approved Enterprise Risk Mngt Framework	Risk Management Unit
	To improve the accountability & transparency through credible information from the IDP to the Public	To conduct a comprehensive Strategic and Operational Risk Assessment for 2013/2014	Risk Management	Risk assessment process for the 2014/15 finalised by deadline	Date	New Measure	End June 2014	Salaries / assistance from Provincial Treasury	N/A	N/A	N/A	Updated risk register finalised from process	Risk Management Unit
	To improve the accountability & transparency through credible information from the IDP to the Public	To create an awareness and understanding of Risk Assessment and its importance	Risk Management	Risk management awareness workshop held by March 2014	Date	New Measure	March 2014	Salaries	N/A	N/A	RM Workshop held by March	N/A	Risk Management Unit
	All IDM Strategic objectives	To ensure effective Enterprise Risk Management	Monitoring performance of effective enterprise risk management	Number of risk register updated	Number	New Measure	4	salaries	1	2	3	4	Risk Management Unit
	To improve the accountability & transparency through credible information from the IDP to the Public	To implement internal Audit practices	Internal Audit	Number of report from Internal Auditors to Audit Committee to ensure effectiveness of the Unit	Number	1	4	Salaries	1	2	3	4	Internal Audit Unit
	To improve the accountability & transparency through credible information from the IDP to the Public	To ensure effectiveness and guidance of the committee in all areas of the municipality	Audit Committee	Number of report from Audit Committee to ExCo to ensure effectiveness of the committee	Number	2	2	Salaries	0	1	0	2	Internal Audit Unit

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NATIONAL KPAs	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	1st QUARTER TARGET End Sept: 2013	2nd QUARTER TARGET End Dec 2013	3rd QUARTER TARGET End March 2014	4th QUARTER TARGET End June 2014	RESPONSIBLE DEPARTMENT
LED & Social Services	A District complying with Disaster Management Legislation	To ensure rapid and effective response in assisting vulnerable communities during incidents and disaster	Emergency Relief Aid	Percentage of incidents responded to	Percentage	Maintain 100%	100%	R900k	Maintain 100%	Maintain 100%	Maintain 100%	Maintain 100%	Corporate Governance
	To ensure that statutory requirements controlling occupational health & environmental health services are enforced minimising risks in the work place, community & promoting a safe & healthy living	To provide and effective vector control service to the community	Vector Control	a) Maintain number of notifiable vector borne cases reported b) Number of sites serviced within budget	Number	a) 0 b) 560	a) 0 b) 565	R550k	a) 0 b) 142	a) 0 b) 284	a) 0 b) 426	a) 0 b) 565	Corporate Services
	To ensure that statutory requirements controlling occupational health & environmental health services are enforced minimising risks in the work place, community & promoting a safe & healthy living environment	To monitor quality of potable water in the District (domestic samples)	Water Quality Monitoring and Analysis	a) Number of samples taken and analysed b) Percentage of unsatisfactory samples reported and rectified	Number & Percentage	a) 1.44 b) 0	a) 156 b) 0%		a) 39 b) 0%	a) 78 b) 0%	a) 117 b) 0%	a) 156 b) 0%	Corporate Services
	To ensure that statutory requirements controlling occupational health & environmental health services are enforced minimising risks in the work place, community & promoting a safe & healthy living environment	To monitor food handling premises/processes according to Regulation 662 of the Foodstuffs, Cosmetics and Disinfectants Act.	Food Control	a) Number of premises inspected to reduce food borne illness b) The number of reported food borne illness/food poisoning outbreaks emanating from formal food handling premises/manufactures	Number	a) 760 b) Maintain 8	a) 765 b) Maintain 8		a) 190 b) Maintain 8	a) 380 b) Maintain 8	a) 570 b) Maintain 8	a) 765 b) Maintain 8	Corporate Services
	To ensure that statutory requirements controlling occupational health & environmental health services are enforced minimising risks in the work place, community & promoting a safe & healthy living environment	To promote a safe and healthy work environment in terms of the Occupational Health & Safety Act & other relevant legislation	Occupational Health & safety	a) Number of staff trained b) Number of sites inspected in terms of unsafe working conditions c) Number of reports compiled on sites inspected for remedial action	Number	a) 100 b) New measure c) New measure	a) 120 b) 60 c) 4		a) 30 b) 20 c) 1	a) 60 b) 40 c) 2	a) 90 b) 50 c) 3	a) 120 b) 60 c) 4	Corporate Services

Sum J.
S.K.

ANNEXURE B:

CORE COMPETENCY SCORING TEMPLATE


Score on Core Competency Assessment	Description
1 (Not Yet Competent)	Demonstrates none of the guideline's components of the core competency
2. (Basic Competence)	Applies basic concepts and methods but requires supervision and coaching
3. (Competent)	Independently develops and applies more advanced concepts and methods. Plans and guides the work of others. Performs analysis.
4. (Advanced)	Understands and applies more complex concepts and methods. Leads and directs people or groups of recognised specialists. Able to perform in-depth analysis.
5. (Expert)	Sought out for deep, specialised expertise. Leads the direction of the entire organisation. Defines models/theories of best practice.


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ANNEXURE C:

PERSONAL DEVELOPMENT PLAN (PDP)

Competency to be Addressed	Proposed Actions	Responsibility	Time-frame	Expected Outcome


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ANNEXURE D:**PROCESS TO MANAGE POOR PERFORMANCE**

In the event that the employee consistently fails to meet his/her performance targets, over a minimum of two consecutive face-to-face quarterly performance appraisals, Schedule 8, Section 9 – of the Labour Relations Act: Code of Good Practice: Dismissal - shall be followed, together with the following guidelines.

1. Prerequisites to Starting the Poor Performance and Incapacity Process

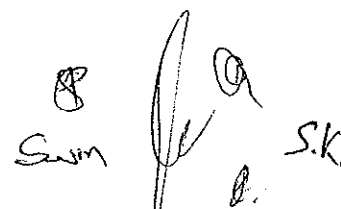
- i. The onus lies with the Municipal Manager in the case of Section 56 Managers to ensure that the subordinate knows what is required.
- ii. Objectives/targets, Key performance Indicators and deadlines should be agreed with the Employer
- iii. The employee should be given appropriate training, coaching and instructions in order to be able to meet the required objectives
- iv. The employee must have the means/equipment to perform the required objectives and
- v. The employee must be given regular feedback on his/her performance.

2. Formal Counselling Session

- i. The employee's direct Manager/Senior is responsible for conducting any formal counselling sessions on poor performance. The counselling session is an opportunity to formally plan and agree on corrective action, to:
 - ii. Identify why the employee is failing to meet the required performance standards/objectives
 - iii. Agree on a plan to assist the employee in achieving the required standards/objectives and give the employee a fair opportunity to improve his/her performance
 - iv. Make the employee aware of the potential consequences of not complying with performance requirements and
 - v. Ensure that these meetings are documented (and co-signed off by both parties) so that procedural fairness can be proved in the event of any future disputes and/or additional disciplinary action being taken.

3. Formal Disciplinary Process/Corrective Action

- i. Should the employee, after a reasonable period for improvement, which shall not be less than three months nor more than six months, continue to perform unsatisfactorily, notwithstanding appropriate evaluation, instruction, guidance and/or counselling – formal disciplinary steps shall be implemented
- ii. A formal disciplinary committee hearing shall be held in accordance with the provisions in the Labour Relations Act , Number 42 Of 1996 (as amended) – the outcome of which may include a final written warning and finally dismissal as a last resort.



 S.M. S.K.