

**PERFORMANCE AGREEMENT
FOR
YEAR 2014/2015**

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

N G KUMALO

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

B.N.
SM J. S.K.
Sum NG

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.

B.N. S.K.
S.M. J.
Swamy Ng.

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 July 2014 and will remain in force until 30th June 2015 there after 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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Sum NG

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 leading and core competencies respectively.

5.7 KPAs covering the main areas of work will account for 80% and the leading and core competencies 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:

*D. B.N.
SM S.K.
Swim Ng*

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 leading and core competencies will make up the other 20% of the Employee's assessment score. The leading and core competencies 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 leading and core competencies requirements identified in the Table hereunder.

The leading and core competencies Assessments will be conducted during quarterly face-to-face Performance Assessments. The Mayor shall conduct the leading and core competencies Assessments for the Municipal Manager. The Municipal Manager shall conduct the leading and core competencies 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 leading and core competencies.

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SM S.K.
Sun Nb

LEADING COMPETENCIES		WEIGHT
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness 	20
People Management	<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management 	10
Program and Project Management	<ul style="list-style-type: none"> • Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation 	20
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring 	25
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation 	
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Cooperative Governance 	15
CORE COMPETENCIES		
Moral Competence		10
Planning and Organising		
Analysis and Innovation		
Knowledge and Information Management		
Communication		
Results and Quality Focus		
		100%

J.C. B.N. S.K.
 SM N.G.
 Sam

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 leading and core competencies

(a) Each leading and core competency 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 leading and core competency.

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J.C. SM
Sum NG

(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.

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

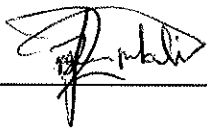
Departmental performance reports are due monthly, for the previous month – 14 days after the end of the previous month.

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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J.S. SM
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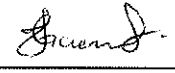
SIGNED AT KwADUKAZA ON THIS THE 11th DAY OF July 2014

AS WITNESSES:

1. 



THE MUNICIPALITY
(The Mayor)

2. 

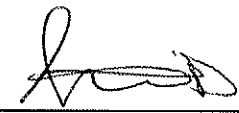
SIGNED AT KwaMakuluze ON THIS THE 11th DAY OF July 2014

AS WITNESSES:

1. 



THE EMPLOYEE
(N G KUMALO)

2. 

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NG

ANNEXURE A:

CAPITAL & OPERATIONAL BUDGET PERFORMANCE PLAN (compulsory)

(Attached)

B.N.
Jr. SM
S.M. NC

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER
MUNICIPAL MANAGER

NATIONAL KPAs	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	DRAFT BUDGET	1st QUARTER TARGET End Sept 2014	2nd QUARTER TARGET End Dec 2014	3RD QUARTER TARGET End March 2015	4TH QUARTER TARGET End June 2015	RESPONSIBLE DEPARTMENT
NEW WATER & SANITATION INFRASTRUCTURE													
Basic Service Delivery	To ensure continuous and sustainable provision of water services	To provide sustainable infrastructure that will render water services	Water Projects - Expenditure	Number of new households with access to water	Number	0hh	4575hh	R 171 260 746	0hh	0hh	750hh	4575hh	Technical Services
	To ensure continuous and sustainable sanitation services	To provide sustainable infrastructure that will render sanitation services	Water Projects - Expenditure	Rand value of expenditure	Rand Value	R 132 544 824.61	R 171 260 746	R 171 260 746	R 31 500 000	R 69 200 000	R 114 364 035	R 171 260 746	Technical Services/Finance
			Sanitation Projects	Number of new households with access to sanitation - VIPS	Number	2817h	4292hh	R 78 185 088	588hh	1388hh	2250hh	4292hh	Technical Services
			Sanitation Projects - Expenditure	Rand value of expenditure	Rand Value	R 30 486 875.06	R 78 185 088	R 78 185 088	R 10 600 000	R 29 000 000	R 52 500 000	R 78 185 088	Technical Services/Finance
REFURBISHMENT													
To ensure continuous and sustainable provision of water and sanitation services	To provide sustainable infrastructure that will render water and sanitation services	Repairs & Maintenance Plan	a) Percentage Progress in the implementation of repairs & maintenance plan b) Expenditure	Percentage & R Value		a) 100% b) R49,070,000	R 43,070,000	a) 25% b) R10,767,500	a) 50% b) R 21,535,000	a) 75% b) R 32,302,500	a) 100% b) R 43,070,000		Technical Services
TOTAL HOUSEHOLD BENEFICIARIES TARGETED FOR NEW WATER PROVISION: 4575hh													
TOTAL HOUSEHOLD BENEFICIARIES FOR NEW SANITATION PROVISION: 4292hh													

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J.S. MS
S.M. NG

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER
MUNICIPAL MANAGER

NATIONAL KPAs	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	1st QUARTER TARGET End Sept 2014	2nd QUARTER TARGET End Dec 2014	3rd QUARTER TARGET End March 2015	4th QUARTER TARGET End June 2015	WEIGHTINGS	RESPONSIBLE DEPARTMENT	
Service Delivery & Infrastructure	To ensure access to potable quality water for domestic consumption and support local economic development	To provide excellent water quality that will meet or exceed the National Standards	Blue drop Assessment status	Final assessments conducted for Blue Drop status by deadline	Percentage	Done in Dec 2013	By end June 2015	Salaries	Final results received for 2013/2014 FY	N/A	Preliminary assessments conducted for 2014/2015	Final assessments conducted for 2014/2015	H	Technical Services	
	To ensure continuous and sustainable provision of sanitation services	To provide excellent quality effluent	Green drop Assessment status	Final assessments conducted for Green Drop status by deadline	Percentage	Done in Dec 2013	By end June 2015	Salaries	Final results received for 2013/2014 FY	N/A	Preliminary assessments conducted for 2014/2015	Final assessments conducted for 2014/2015	H	Technical Services	
	To ensure continuous and sustainable provision of water services	To eradicate the backlogs and cater for future demands that may arise out of the new developments that are likely to be implemented with IDM	Water Backlog eradication	Percentage decrease in backlog eradication	Percentage	3%	5%	R 230,529, 123	N/A	N/A	N/A	N/A	5%	H	Technical Services
	To ensure continuous and sustainable provision of sanitation services	To eradicate the backlogs and cater for future demands that may arise out of the new developments that are likely to be implemented with IDM	Sanitation Backlog eradication	Percentage decrease in backlog eradication	Percentage	2%	3%		N/A	N/A	N/A	N/A	3%	H	Technical Services
	To ensure continuous and sustainable provision of water services	To ensure uninterrupted reinitiating sanitation serv ces	Turnaround time for reinitiating sanitation serv ces	Percentage of reported households responded with services reinitiated within 24 hours on sanitation	Percentage	100%	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	H	Technical Services
	To ensure continuous and sustainable provision of water services	To ensure uninterrupted reinitiating water serv ces	Turnaround time for reinitiating water serv ces	Percentage of reported households responded with services reinitiated within 48 hours on water	Percentage	100%	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	H	Technical Services
	Monitor Siza water concession contract	To monitor performance of the appointed service provider	Size Water Plan	Review draft 5 year plan by deadline	Date	Interaction with all stakeholders has begun	30 June 2015	R 800 000	N/A	N/A	N/A	Begin with interactions with the new SLAs	Draft 5 year plan reviewed	H	Technical Services
	To achieve a clean audit opinion	Budget and compliance monitoring	Compliance with MFMA and clean administration	a) Clean audit report by the AG for 2013/2014 b) % decrease in AG's findings c) No repeat findings	a) AG Report b) Percentage c) Number	a) Unqualified audit report by the AG for 2013/2014 b) 0% c) 0		Salaries	a) Submission of AFS by 31 August 2014 for IDM Consolidated AFS by 30 Sept 2014 b) N/A c) N/A	a) Clean audit report by the AG for 2013/2014 b) 25% c) 0	a) N/A b) N/A c) N/A	a) N/A b) N/A c) N/A	a) N/A b) 47% c) 50%	H	Finance
	To ensure sound budgeting and compliance principles	Budget and compliance monitoring	Credite budgeting and compliance	Approved fully funded Operating & Capital Budget for 2015/2016 by deadline	MFMA compliance Dates	Done	30 June 2015	Salaries	Submit 2015/2016 budget programme to the Mayor	N/A	N/A	a) Prepare 2015/2016 mid term assessment budget and adjustment budget b) Prepare 2015/2016 draft budget and submit to council for approval	Prepare 2015/2016 final budget & submit to Council for approval	H	Finance
	To ensure sound revenue management principles	Revenue management	Monitoring of revenue collection	a) Percentage collection rate b) Percentage increase in the proportion of consumers paying in full vs the number of consumers billed	Percentage	a) 74% b) 47%	a) 85% b) 47%	Salaries	a) 70% b) 31%	a) 75% b) 55%	a) 80% b) 40%	a) 95% b) 47%	a) 95% b) 47%	H	Finance
	Revenue management	Debtors management	Outstanding service debtors to revenue	Ratio	2.5:1	1.5:1	Salaries	2.5:1	02:01	1.5:1	1.5:1	1.5:1	M	Finance	
	Revenue management	Debtors management	(Total outstanding service debtors/Annual revenue actually received for services)	Percentage	a) New Measure b) New Measure	a) 100% b) 50%	Salaries	a) 100% b) 5%	a) 100% b) 10%	a) 100% b) 20%	a) 100% b) 50%	a) 100% b) 50%	M	Finance	

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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 2014	2nd QUARTER TARGET End Dec 2014	3rd QUARTER TARGET End March 2015	4th QUARTER TARGET End June 2015	WEIGHTINGS	RESPONSIBLE DEPARTMENT
Financial Viability & Management	To ensure sound and credible general financial management principles	Debt management	Payment of creditors	Average number of days taken for trade creditors to be paid: Creditors Payment Period (Trade Creditors) Trade Creditors Outstanding ng/Credit Purchases (Operating & Capital) x 365	Percentage	New measure	30 days	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	H	Finance
	To ensure adequate financial management	To ensure adequate financial management	Statutory monthly reports to National & Provincial Treasury	Percentage of monthly reports submitted by the 14th of each month	Percentage	Monthly	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	M	Finance
	To ensure adequate financial management	To ensure adequate financial management	Statutory monthly reports to Municipal Manager and Exco	Report by 15th of every month	Monthly	Monthly	100%	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	M	Finance
	To ensure infrastructure assets are maintained and operated at optimum level	To ensure infrastructure assets are maintained and operated at optimum level	Repairs & Maintenance Expenditure	% operational budget spent on repairs and Maintenance	Percentage	6%	8%	R 43 070 000	2%	4%	6%	8%	H	Technical Services Department
	To ensure infrastructure assets are maintained and operated at optimum level	To ensure infrastructure assets are maintained and operated at optimum level	Reduction of water losses	a) Maintain Percentage water purchase b) Percentage decrease in real losses c) Decrease in Infrastructure Leakage Index (LI)	Percentage & Number	a) 2% b) 3% c) 0.8	a) Maintain 2% b) 3% c) 0.8	a) Maintain 2% b) 3% c) 0.8	a) Maintain 2% b) 1% c) 0	a) Maintain 2% b) 2% c) 0.4	a) Maintain 2% b) 3% c) 0.8	a) Maintain 2% b) 3% c) 0.8	H	Technical Services
	To ensure infrastructure assets are maintained and operated at optimum level	To ensure infrastructure assets are maintained and operated at optimum level	Coaching sessions	Number of coaching sessions of employees' performance conducted quarterly	Number	1	4	Salaries	1	2	3	4	L	Performance Management
	To procure quality goods and services in a cost effective, transparent, competitive, equitable and efficient manner within policy framework	Supply chain management	Acquisition management	Turnaround time for processing all the bids	Number	118 days	120 days	Salaries	120 days	120 days	120 days	120 days	H	Finance
	To implement and maintain compliant, effective and efficient enterprise risk management systems and processes	Supply chain management	Contract management	Number of quarterly reports on performance of service providers submitted to EPC	Number	3	4	Salaries	1	2	3	4	H	Finance
	To create an awareness and understanding of Risk Assessment and its importance	Enterprise Risk Management	Risk management	a) Number of risk registers updated b) Number of ethics/risk Committee meetings held	Number	a) 3 b) 2	a) 4 b) 4	Salaries	a) 1 b) 1	a) 2 b) 2	a) 3 b) 3	a) 4 b) 4	H	Risk Management Unit
	To have an updated, approved and populated organogram in all critical need areas of the IDM	Risk Management	Risk Management	Risk management awareness workshop held by March 2015	Date	Held in January 2014	March 2015	Salaries	N/A	N/A	RW Workshop held by March	N/A	N/A	M
Institutional Development & Transformation	To provide a basis that will effectively deal with uncertainty of associated risk and opportunity, thereby enhancing capacity to build value	Risk Management	Risk assessment process for the 2015/2015 finalised by deadline	Date	Not done	End June 2015	Salaries / assistance from Provincial Treasury	N/A	N/A	N/A	Updated risk register finalised from process	H	Risk Management Unit	
	To manage the staff component of the Municipality	Enterprise Risk Management Register	Enterprise Risk Management Register approved by deadline	Register	Draft 2014/2015 risk register - not prepared	End June 2015	Salaries	Submit Enterprise Risk Register to MANCO Risk Management Committee and Council	Submit the approved risk register to Heads of department	Prepare draft 2015/2016 risk register	Approved Risk Register	H	Risk Management Unit	
	To improve the capacity of staff to deliver services	Risk Management	Review Enterprise Risk Management Framework by deadline	Date	Draft Framework	30 June 2015	Salaries / assistance from Provincial Treasury	N/A	N/A	N/A	Reviewed Risk Mngt Framework	H	Risk Management Unit	
	To ensure full compliance with EEA within IDM	Well resourced management capacity (Organogram)	Percentage of critical posts filled on the organogram	Percentage	80%	90%	Salaries	N/A	N/A	65%	87%	90%	H	Corporate Services
To ensure full compliance with EEA within IDM	Percentage of employees trained in accordance with the WSP	Percentage of employees trained in accordance with the WSP	Percentage	100%	80%	R2,133,937	20%	40%	60%	80%	90%	M	Corporate Services	
To ensure full compliance with EEA within IDM	Number of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan	Employment Equity	Number of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan	Number	21 out of 24	3	Salaries	N/A	N/A	N/A	3	M	Corporate Services	

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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 2014	2nd QUARTER TARGET End Dec 2014	3rd QUARTER TARGET End March 2015	4th QUARTER TARGET End June 2015	WEIGHTINGS	RESPONSIBLE DEPARTMENT
Good Governance & Democracy	To ensure that the municipality's administration is governed by sound and effective values and principles as outlined in the Constitution of South Africa	To limit losses to the municipality - legal risk mitigation	Legal matters	% of legal cases resolved (excluding cases which become the subject of contested litigation)	Percentage	16.57%	100%	R 780 000	100%	100%	100%	100%	H	Corporate Services
				To facilitate the development of democracy through ward committees and develop implementation plans for projects proposed through the public participation strategy	Number of Public Participation meetings	Number	44	44	R 3 728 772	30 IDP & PP meetings	15 DP & PP meetings	30 IDP & PP meetings	44 IDP & PP meetings	H
	To ensure that the municipality's administration is governed by sound and effective values and principles as outlined in the Constitution of South Africa	To facilitate the development of democracy through ward committees and develop implementation plans for projects proposed through the public participation strategy	Promote Intergovernmental Relations		Number of Mayors District intergovernmental Forum meetings held within the District	Number	31	4	Salaries	1	2	3	4	M
				To ensure quality, reliable financial statements and management information	Preparation of an Annual Report	Adopted by deadline	Date	Approved, subject to 5 specific items as per the attached Special Council minutes dated 31 March 2014.	31 January 2015	R 100 000	Consolidation of information from departments	Approved report by 31 January 2015	N/A	N/A
	To review the Performance Management Systems Framework document	Performance Management Systems Framework	Review and approval of Performance Management Systems Framework by deadline			Date	Draft PMS Framework	30 June 2015	Salaries	N/A	N/A	N/A	Reviewed Framework	M
			To complete the Annual Performance Management Report in terms of section 46 of the Municipal Systems Act	Annual Municipal Performance Report	2013/2014 AMPR done by Lembe PMS Unit by deadline	Date	Not done	30 August 2014	Salaries	AMPR submitted to AG by 30 August 2014	N/A	N/A	N/A	H
	To ensure that the municipality's administration is governed by sound and effective values and principles as outlined in the Constitution of South Africa	To implement internal Audit practices			Internal Audit Assignments	Number of audit assignments completed by deadline	Number	14	21	Salaries	3	8	14	21
			To ensure integrated planning throughout the District	Annual IDP Review		Annual IDP Review	Date	Draft adopted	2015/2016 IDP adopted by 30 June 2015	Salaries	Start IDP Process	Finalise process, plan and align process with budget processes	Adopt Draft IDP	Adopt Final IDP
	To ensure prevention and mitigation against disasters	Emergency Relief Aid			Emergency Relief Aid	Percentage of incidents responded to	Percentage	100%	100%	R 900 000	Maintain 100%	Maintain 100%	Maintain 100%	Maintain 100%
			To monitor quality of potable water in the District (domestic samples)	Water Quality Monitoring and Analysis	Number of notified vector borne cases reported	Number	a) 24 b) 434	a) 0 b) 565	R 300 000	a) 0 b) 142	a) 0 b) 284	a) 0 b) 426	a) 0 b) 565	M
To ensure rapid and effective response in assisting vulnerable communities during incidents and disaster	Vector Control	Number of samples taken and analysed			Number & Percentage	a) 155 b) 0	a) 288 b) 0%		a) 72 b) 0%	a) 144 b) 0%	a) 216 b) 0%	a) 288 b) 0%	M	Corporate Services

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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 2014	2nd QUARTER TARGET End Dec 2014	3rd QUARTER TARGET End March 2015	4th QUARTER TARGET End June 2015	WEIGHTINGS	RESPONSIBLE DEPARTMENT
Social economic development & planning	To ensure a sustainable and healthy environment	To monitor food handling premises/processes according to Regulation 882 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) 629 b) 0	a) 785 b) 0		a) 190 b) 0	a) 380 b) 0	a) 570 b) 0	a) 765 b) 0	M	Corporate Services
		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) 78 b) 40 c) 40	a) 120 b) 60 c) 60	R300 000	a) 30 b) 20 c) 20	a) 60 b) 40 c) 40	a) 90 b) 50 c) 50	a) 120 b) 60 c) 60	M	Corporate Services

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ANNEXURE B:

Achievement Levels

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

- Individuals falling within the Basic range are deemed unsuitable for the role of senior manager, and caution should be applied in promoting and appointing such persons.
- Individuals that operate in the Superior range are deemed highly competent and demonstrate an exceptional level of practical knowledge, attitude and quality. These individuals should be considered for higher positions, and should be earmarked for leadership programs and succession planning.

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

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Competency Descriptions

Cluster	Leading Competencies		
Competency Name	Strategic Direction and Leadership		
Competency Definition	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate Describe how specific tasks link to institutional strategies but has limited influence in directing strategy Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole Demonstrate a basic understanding of key decision makers 	<ul style="list-style-type: none"> Give direction to a team in realising the institution's strategic mandate and set objectives Has a positive impact and influence on the morale, engagement and participation of team members Develop actions to execute and guide strategy implementation Assist in defining performance measures to monitor the progress and effectiveness of the institution Displays an awareness of institutional structures and political factors Effectively communicate barriers to execute relevant parties Provide guidance to all stakeholders in the achievement of the strategic mandate Understanding the aim and objectives of the institution and relate it to own work 	<ul style="list-style-type: none"> Evaluate all activities to determine value and alignment to strategic intent Display in-depth knowledge and understanding of strategic planning Align strategy and goals across all functional areas Actively define performance measures to monitor the progress and effectiveness of the institution Consistently challenge strategy plans to ensure relevance Understand institutional structures and political factors, and the consequences of actions Empower others to follow strategic direction and deal with complex situations Guide the institution through complex and ambiguous concern Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances 	<ul style="list-style-type: none"> Structure and position the institution to local government priorities Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework Hold self-accountable for strategy execution and results Provide impact and influence through building and maintaining strategic relationships Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions Integrate various systems into a collective whole to optimise institutional performance management Uses understanding of competing interests to manoeuvre successfully to a win/win outcome

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Cluster	Leading Competencies		
Competency Name	People Management		
Competency Definition	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> Participate in team goal-setting and problem solving Interact and collaborate with people of diverse backgrounds Aware of guidelines for employee development, but requires support in implementing development initiatives 	<ul style="list-style-type: none"> Seek opportunities to increase team contribution responsibility Respect and support the diverse nature of others and be aware of the benefits of a diverse approach Effectively delegate tasks and empower others to increase contribution and execute functions optimally Apply relevant employee legislation fairly and consistently Facilitate team goal-setting and problem-solving Effectively identify capacity requirements to fulfil the strategic mandate 	<ul style="list-style-type: none"> Identify ineffective team and work processes and recommend remedial interventions Recognise and reward effective and desired behaviour Provide mentoring and guidance to others in order to increase personal effectiveness Identify development and learning needs within the team Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism Inspire a culture of performance excellence by giving and constructive feedback to the team Achieve agreement or consensus in adversarial environment Lead and unite diverse teams across divisions to achieve institutional objectives 	<ul style="list-style-type: none"> Develop and incorporate best practice people management processes, approaches and tools across the institution Foster a culture of discipline, responsibility and accountability Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution Develop comprehensive integrated strategies and to human capital development and management Actively identify trends and predict capacity requirements to facilitate unified transition and performance management

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Cluster	Leading Competencies		
Competency Name	Program and Project Management		
Competency Definition	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> • Initiate projects after approval from higher authorities • Understand procedures of program and project management methodology, and stakeholder involvement • Understand the rationale of projects in relation to the institution's strategic objectives • Document and communicate factors and risks associated with own work • Use results and approaches of successful project implementation as guide 	<ul style="list-style-type: none"> • Establish broad stakeholder involvement and communicate the project status and key milestones • Define the roles and responsibilities of the project team and create clarity around expectations • Find a balance between project deadline and the quality of deliverables • Identify appropriate project resources to facilitate the effective completion of the deliverables • Comply with statutory requirements and apply policies in a consistent manner • Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation 	<ul style="list-style-type: none"> • Manage multiple programs and balance priorities and conflicts according to institutional goals • Apply effective risk management strategies through impact assessment and resource requirements • Modify project scope and budget when required without compromising the quality and objectives of the project • Involve top-level authorities and relevant stakeholders in seeking project buy-in • Identify and apply contemporary project methodology • Influence and motivate project team to deliver exceptional results • Monitor policy implementation and apply procedures to manage risks 	<ul style="list-style-type: none"> • Understand and conceptualise the long-term implications of desired projects outcomes • Direct a comprehensive strategic macro and analysis and scope project accordingly to realise institutional objectives • Consider and initiate project focus on achievement of long-term objectives • Influence people in positions of authority to implement outcomes of projects • Lead and direct translation of policy into workable actions plans • Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made needed

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Cluster	Leading Competencies		
Competency Name	Financial Management		
Competency Definition	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> Understand basic financial concepts and methods as they relate to institutional processes and activities Display awareness into the various sources of financial data, reporting mechanisms financial governance, processes and systems Understand the importance of financial accountability Understand the importance asset control 	<ul style="list-style-type: none"> Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate Assess, identify and manage financial risks Assume a cost-saving approach to financial management Prepare financial report based on specified formats Consider and understand the financial implications of decision and suggestions Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget 	<ul style="list-style-type: none"> Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility Prepare budgets that are aligned to the strategic objectives of the institution Address complex budgeting and financial management concerns Put system and processes in place to enhance the quality and integrity of financial management practices Advise on policies and procedures regarding asset control Promote National Treasury's regulatory framework for Financial Management 	<ul style="list-style-type: none"> Develop planning tools to assist in evaluating and monitoring future expenditure trends Set budget frameworks for the institution Set strategic direction for the institution on expenditure and other financial processes Build and nurture partnerships to improve financial management and achieve financial savings Actively identify and implement new methods to improve asset control Display professionalism in dealing with financial data and processes

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