PERFORMANCE AGREEMENT AND PERFORMANCE PLAN

MADE AND ENTERED INTO BY AND BETWEEN

THE EHLANZENI DISTRICT MUNICIPALITY

AS REPRESENTED BY

THE EXECUTIVE MAYOR AND COUNCILLOR

LN SHONGWE

AND

THE MUNICIPAL MANAGER

OF EHLANZENI DISTRICT MUNICIPALITY

HUGH MZIKAYISE MBATHA

FOR THE

FINANCIAL YEAR: 1 JULY 2015 – 30 JUNE 2016

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN

Ehlanzeni District Municipality duly represented by L **N Shongwe** in her capacity as **Executive Mayor** (hereinafter referred to as the **Employer** or Supervisor)

and

Hugh Mzikayise Mbatha an employee of Ehlanzeni District Municipality (hereinafter referred to as the **Employee**).

WHERE IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

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

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.

1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.

1.4 The parties wish to ensure that there is compliance with Sections 57(4*a*), 57(4A), 57(4C) 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*), 57(4)(*a*), 57(4A), 57(4C) and 57(5) of the Systems Act as well as the employment contract entered into between the parties;

2.2 specify objectives and targets defined and agreed with the E**mployee** and to communicate to the **Employee** the **Employer**'s expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Municipality's Budget and Service Delivery and Budget Implementation Plan (SDBIP);

2.3 specify accountabilities as set out in a performance plan and which is attached herein as annexure (A) which forms part of this performance agreement;

2.4 monitor and measure performance against set targeted outputs;

2.5 use the performance agreement and performance plan as the basis for assessing whether the E**mployee** has met the performance expectations applicable to his job;

2.6 in the event of outstanding performance, to appropriately reward the **Employee**; and

2.7 give effect to the employer's commitment to a performance-orientated relationship with its E**mployee** in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

3.1 This Agreement will commence on **1 July 2015** and will remain in force until **30 June 2016,** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.

3.3 This Agreement will terminate on the termination of the **Employee**'s contract of employment or in terms of clause 11.3.2 of this agreement.

3.4 The content of this Agreement may be revised at any time during the above-mentioned 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 accordingly 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 contained in this Annexure A sets out-

4.1.1 the performance objectives and targets that shall be met by the **Employee**; and

4.1.2 the time frames within which those performance objectives and targets shall be met.

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

4.2.1. The key objectives describe the main tasks that shall be done.

4.2.2 The key performance indicators provide the details of the evidence that shall be provided to show that a key objective has been achieved.

4.2.3 The target dates describe the timeframe in which the work shall be achieved.

4.2.4 The weightings show the relative importance of the key objectives to each other.

4.3 The **Employee**'s performance shall also be measured in terms of contributions to the goals and strategies set out in the **Employer**'s Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

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

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

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

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5.4 The **Employee** undertakes to actively focus on 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 shall be contained in the Performance Agreement.

5.5.1. The **Employee** shall be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.

5.5.2. Each area of assessment shall be weighted and should contribute a specific part to the total score.

5.5.3. KPAs covering the main areas of work shall account for 80% and CCRs will account for 20% of the final assessment.

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

Municipal Manager **Key Performance Areas (KPA's) – 80%**	**Weighting**
Service Delivery and Infrastructure Development	20
Local Economic Development (LED)	20
Financial Viability and Management	20
Public Participation and Good Governance	20
Institutional Development and Transformation	20
Total	**100%**

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

A person appointed as a senior manager must have competencies as set out in the Local Government: Competency framework for senior managers. All competencies are therefore considered as measurable and critical in assessing the level of a senior manager's performance.

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES – 20%		
LEADING COMPETENCIES		
		WEIGHT
Strategic Direction and Leadership	• Impact and Influence • Institutional Performance Management • Strategic planning and management • Organisational awareness	15
People Management	• Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management	10
Program and Project Management	• Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation	10
Financial Management	• Budget planning and Execution • Financial Strategy and Delivery • Financial reporting and Monitoring	10
Change Leadership	• Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation	10
Governance Leadership	• Policy Formulation • Risk and Compliance Management • Cooperative Governance	15
CORE COMPETENCIES		
Moral Competence		5
Planning and Organising		5
Analysis and Innovation		5
Knowledge and Information Management		5
Communication		5
Results and Quality Focus		5

6. EVALUATING PERFORMANCE

6.1 The Performance Plan as stated in paragraph 4.1 above shall be the basis for evaluating performance.

6.2 The **Employer** may review the **Employee**'s performance at any stage and at any frequency while the contract of employment remains in force.

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6.3 Personal growth and development needs identified during any performance review shall be documented in the **Employee's Personal Development Plan** as well as the actions agreed to and implementation shall take place within set periods.

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

6.5 The annual performance appraisal shall involve:

6.5.1 **Assessment of the achievement of results as outlined in the performance plan:**

(a) Each KPA shall 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 is provided for each KPA.

(c) The applicable assessment rating calculator (referred to in paragraph 6.5.3 below) shall be used to add the scores and calculate a final KPA score.

6.5.2 **Assessment of the CCRs**

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

(b) An indicative rating on the five-point scale is provided for each CCR.

(c) This rating shall be multiplied by the weighting given to each CCR during the contracting process, to provide a score.

(d) The applicable assessment rating calculator (referred to in paragraph 6.5.1) shall be used to add the scores and calculate a final CCR score.

6.5.3 **Overall rating**

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

6.6 The assessment of the performance of the **Employee** shall be based on the following rating scale for KPA's and CCRs:

Key Performance Areas Rating Scale

Level	Class Interval	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.					

Core Competency Rating Scale

Score on Core Competency Assessment	Description	Rating				
		1	2	3	4	5
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.					
4. (Advanced)	Understands and applies more complex concepts and methods. Leads and direct people or groups of recognised specialists. Able to perform in-depth analysis.					
5. (Superior)	Sought out for deep, specialised expertise. Leads the direction of the entire organisation. Defines models/theories of best practice.					

6.7 For purposes of evaluating the annual performance of the **Employee** an evaluation panel shall be constituted of the following persons:

6.7.1 Municipal Manager;
6.7.2 Chairperson of the performance audit committee;
6.7.3 Member of the mayoral committee; who is relevant to the specific department; and
6.7.4 Municipal Manager from another municipality.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the **Employee** in relation to this performance agreement shall further be reviewed at the end of each quarter for the following periods with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July – September 2015	:	15 October 2015
Second quarter	:	October – December 2015	:	18 January 2016
Third quarter	:	January – March 2016	:	15 April 2016
Fourth quarter	:	April – June 2016	:	15 July 2016

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

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

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

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

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing the **Employee's** developmental gaps is to be attached as Annexure B.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The **Employer** shall –

9.1.1 create an enabling environment to facilitate effective performance by the **Employee**;

9.1.2 provide access to skills development and capacity building opportunities;

9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;

9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

10.1.1 a direct effect on the performance of any of the **Employee**'s functions;

10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

10.1.3 a substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the **Employee**'s performance shall form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1 a score of 130% to 149% shall be awarded a performance bonus ranging from 5% to 9%; and

11.2.2 a score of 150% and above shall be awarded a performance bonus ranging from 10% to 14%.

11.3 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:

11.3.1 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 sub-ordinate 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.

11.3.2 Formal Counselling Session

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:

a) Identify why the employee is failing to meet the required performance standards/objectives
b) 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
c) Make the employee aware of the potential consequences of not complying with performance requirements and.
d) Ensure that these meetings are documented (and co-signed off by both parties) so that procedural fairness can be proven in the event of any future disputes and/or additional disciplinary action being taken.

11.3.3 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.

11.3.4 After appropriate performance counselling and having provided the necessary guidance and/ or support, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his duties.

12. DISPUTE RESOLUTION

12.1 Any disputes about the nature of the **Employee**'s performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

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12.1.2 any other person appointed by the MEC, whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the **Employee** shall be submitted to the MEC responsible for local government in the province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus **done** and **signed** at Mbombela on this the 31st day of July 2015.

AS WITNESSES:

1. _____

2. _____

_____
EMPLOYEE

AS WITNESSES:

1. _____

2. _____

_____
EXECUTIVE MAYOR

ANNEXURE A

PERFORMANCE PLAN

1. PURPOSE

The Performance Plan defines the Council's expectations of the Performance Agreement of the **Employee** and Section 57(5) of the Municipal Systems Act, which provides that performance objectives and targets shall be based on the Key Performance Areas and Indicators as set in the Ehlanzeni District Municipality's Integrated Development Plan (IDP) and as reviewed annually.

2. KEY RESPONSIBILITIES

The following objectives of local government will inform the **Employee's** performance against set performance indicators

a. Provide democratic and accountable government for local communities
b. Ensure the provision of services to communities in a sustainable manner
c. Promote social and economic development
d. Promote a safe and healthy environment
e. Encourage the involvement of communities and community-based organisations in matters of local government

3. KEY PERFORMANCE AREAS

The following Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006, inform the strategic objectives in the table below:

Basic Service Delivery
Municipal Institutional Development and Transformation
Local Economic Development
Municipal Financial Viability and Management
Good Governance and Public Participation

ANNEXURE A
PERFORMANCE PLAN

ORGANISATIONAL LAYER OF THE SDBIP FY2015/16 OF EHLANZENI DISTRICT MUNICIPALITY

STRATEGIC OBJECTIVE	ORGANISATIONAL PROGRAMME	UNIT OF MEA-SUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	TARGET (OUTPUT)	PROJECT	BUDGET 2015/2016		BUDGET 2016/2017		BUDGET 2017/2018		PROGRAMME COORDINATOR	IMPLEMENTING DEPARTMENTS	SUPPORTING DEPARTMENTS	KEY PERFOR-MANCE AREA	NATIONAL PRIORITY
							Operational	Capital	Operational	Capital	Operational	Capital					
IMPROVE THE IDP STANDARD OF EDM & LMs	Integrated development Planning	Date	Assessment of the 2016/17 FY IDPs of the Local Municipalities using the IDP-Assessment Instrument	Assessment done annually	Assessment of the 2016/17 FY IDPs of the 5 Local Municipalities using the IDP-Assessment Instrument by 30 June 2016	Credible & Responsive IDP's	50,000		52,957		55,928		Municipal Manager (Dep Man : Strategic Planning)	Office of the Municipal Manager	All departments	Public Participation and Good Governance	All priorities
		Date	Approval of the 2016/17 FY IDP for EDM	New KPI	2016/17 FY IDP approved by 31 May 2016	Integrated Development Plan for EDM	Opex		Opex		Opex		Municipal Manager (Dep Man : Strategic Planning)	Office of the Municipal Manager	All departments		
		Date	Reviewed Disaster Management Plan	Disaster Management Plan developed in 2013	EDM Disaster Management Plan reviewed 31 March 2016	Review of the Disaster Management Plan of the District Municipality	Opex		Opex		Opex		Manager: Disaster Management and Social services	Social Services	All departments		
		Number	Number of HIV & TB Strategies reviewed	6 HIV & TB Strategies (EDM & 5LMs)	1 District-wide & 5 LM's HIV & TB Strategies reviewed by 31 March 2016	District-wide HIV & TB Strategy	Opex		Opex		Opex		Manager: Disaster Management and Social services	Social Services	All departments		
		Date	EDM Communication Strategy reviewed	New KPI	EDM Communication Strategy reviewed by 31 March 2016	EDM Communication Strategy	Opex		Opex		Opex		Manager : Corporate Services	Corporate Services	All departments		
		Number	Number of working sessions on the reviewal of LMs communication strategies	New KPI	5 working sessions on the reviewal of LMs communication strategies by 31 March 2016	Communication Strategies of LMs	Opex		Opex		Opex		Manager : Corporate Services	Corporate Services	All departments		
		Number	Number of working sessions on the reviewal of LMs Employment Equity Plans	New KPI	4 working sessions on the reviewal of LMs Employment Equity Plans by 31 March 2016	Employment Equity Plans of LMs	Opex		Opex		Opex		Manager : Corporate Services	Corporate Services	All departments		
		Number	Number of working sessions on the reviewal of LMs HR strategies	New KPI	4 working sessions on the reviewal of LMs HR strategies by 31 Dec 2015	HR strategies of LMs	Opex		Opex		Opex		Manager : Corporate Services	Corporate Services	All departments		
MAINSTREAMING OF MARGINALISED GROUPS	Mainstreaming	Number	Number of reports on the mainstreaming of marginalized groups	New KPI	4 reports on the mainstreaming of marginalized groups by 30 June 2016	Mainstreaming	Opex		Opex		Opex		Manager: Social Services & Disaster Management	Department Social Services & Disaster Management	All departments	Institutional Development and Transformation	All priorities
ESTABLISH PARTNERSHIPS WITH PRIVATE SECTOR ORGANISATIONS WHICH ARE BENEFICIAL TO THE DISTRICT	Partnerships with economic and service delivery value	Number	Number of partnerships with economic benefit established/ formalised	5 (2 - CID, 1 - LVCC, 1 - Barberton Mines, 1 Protea Tyres)	1 partnership established/formalised (maintain the existing 4 and add 1) by 30 June 2016	Partnerships for economic development	Opex		Opex		Opex		Manager : LED, Tourism and Rural Development	Manager : LED, Tourism and Rural Development	Office of the Municipal Manager, Finance	LED	Decent jobs
		Number	Number of partnerships established/ formalised which benefits the Municipalitity in terms of service delivery	New KPI	6 partnerships established (5 community radio stations) and a partnership with Childline by 30 June 2016	Partnerships for service delivery	Opex		Opex		Opex		Manager : Corporate Services	Corporate Services	All departments	Servcie Delivery and Infrastructure Development	All priorities
		Number	Number of reports on the implementation of the MOU/SLA with existing partners which benefits the Municipality in terms of service delivery & economic benefits	MOU/SLA with service delivery partners (LEFPA, SANTAM, UU, Nelson Mandela University, TUT) and economic benefit partners(CID, LVCC,Safety Ambassor, Protea Tyres)	9 Report on the implementation of the MOU/SLA with existing partners by 30 June 2015 (5 partners which benefit the Municipality in terms of service delivery & 4 partners on economic benefits)	Existing Partnerships for service delivery & economic benefits	Opex		Opex		Opex		Municipal Manager	All departments with partnerships need to include this indicator	All departments	Service delivery and Infrastructure Development	All priorities

STRATEGIC OBJECTIVE	ORGANISATIONAL PROGRAMME	UNIT OF MEA-SUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	TARGET (OUTPUT)	PROJECT	BUDGET 2015/2016		BUDGET 2016/2017		BUDGET 2017/2018		PROGRAMME COORDINATOR	IMPLEMENTING DEPARTMENTS	SUPPORTING DEPARTMENTS	KEY PERFOR-MANCE AREA	NATIONAL PRIORITY
							Operational	Capital	Operational	Capital	Operational	Capital					
DELIVER SERVICES AND IMPLEMENT PROJECTS IN LINE WITH THE MANDATE OF EDM	Service delivery and Project Implementation	Percentage	Percentage of projects implemented within the project schedule, contract amount and quality	83% (for FY2012/2013)	100% of Project implemented within the estimated construction of activity schedule, contract amount and quality by 30 June 2016	Water, Sanitation,Civil services and Roads & Transport.	Opex	44,893,000		59,590,151		57,618,045	Manager : Technical Services	Technical Services	All departments	Service delivery and Infrastructure Development	Health, Decent jobs, Rural Development and Agrarian Reform
		Number	Number of awareness campaigns	Six awareness campaigns	Five awareness campaigns held by 30 June 2016	Disaster Risk Management and Crime Awareness Programme	500,000		529,500		559,200		Manager : Disaster Management and Social Services	Social Services & Disaster Management	Finance	Service delivery and Infrastructure Development	Health and Rural Development
		Number	Number of reports on Disaster Incidents	No baseline (new indicator)	4 Reports on Disaster Incidents submitted to council by 30 June 2016	Coordination of Disaster Relief Programme	1,000,000		1,059,000		1,118,300		Manager : Disaster Management and Social Services	Social Services & Disaster Management	Finance	Service delivery and Infrastructure Development	Health and Rural Development
		Number	Number of reports on the incidents captured on the ICT system	4 reports on the incidents captured on the ICT system	4 reports on the incidents captured on the ICT system by 30 June 2016	Operational Disaster Management Centre and Satellite Centres	1,800,000		1,906,200		2,012,900		Manager : Disaster Management and Social Services	Social Services & Disaster Management	Finance	Service delivery and Infrastructure Development	Health and Rural Development
		Number	Number of Volunteer Assessment Reports	No baseline	4 Volunteer Assessment Reports by 30 June 2016	Volunteers	800,000		847,200		894,600		Manager : Disaster Management and Social Services	Social Services & Disaster Management	Finance	Service delivery and Infrastructure Development	Health and Rural Development
		Number	Number of reports submitted to National District Health System (NDHS) & Council	4 reports submitted to NDHS	4 reports submitted to the National District Health System (NDHS) & Council by 30 June 2015	Municipal Health Services (NDHS)	1,186,346	1,400,000	1,256,300	700,000	1,326,600	500,000	Manager : Municipal Health and Environmental Management	Manager : Municipal Health and Environmental Management	All departments	Service delivery and Infrastructure Development	Health, Decent jobs, Rural Development and Agrarian Reform
		Number	Number of Social Projects implemented	None	20 Social Projects implemented by 30 June 2016	4 Youth Projects 2 Women Empowerment Projects 3 Disability Projects 6 Children's Right Projects 1 Elderly Project 1 Gender Projects 3 HIV/AIDS Projects	1,965,700		2,083,642		2,208,661		Manager : Social Services & Disaster Management	Manager : Social Services & Disaster Management	All departments	Service delivery and Infrastructure Development	Health, Decent jobs, Rural Development and Agrarian Reform
		Date	Finalisation of awarding bursaries to students	New KPI	Awarding of Bursaries to students finalised by 31 January 2016	Mayor's bursary program	450,000		476,600		503,300		Corporate Services	Corporate Services	Municipal Manager (Office of the Executive Mayor)	Service delivery and Infrastructure Development	Decent jobs
CREATE A CONDUCIVE ENVIRONMENT FOR DISTRICT ECONOMIC DEVELOPMENT AND GROWTH	District Economic Growth	Number	Number of job opportunities created and maintained through the EPWP programme	210 Job opportunities created (FY2013/14)	220 job opportunities created and maintained through the EPWP programme by 30 June 2016	Job creation through the projects of the EPWP	6,420,000	-	6,798,800		7,179,600		Manager : LED, Tourism and Rural Development	LED, Tourism and Rural Development	All departments	LED	Decent jobs, Rural Development and Agrarian Reform
		Number	Number of cooperatives benefitting from training and mentorship programmes	10 cooperatives benefitted	7 cooperatives benefitting from training and mentorship programmes by 30 June 2015	SMME Development	1,000,000	-	1,059,000		1,118,300						
		Number	Number of Tourism Promotion events	6 Tourism promotion events	8 Tourism Promotion events by 30 June 2016	Tourism/Investment Promotion events	1,097,733	-	1,163,597		1,233,413						
SUPPORT LOCAL MUNICIPALITIES IN SPECIFIC AREAS OF NEED	Support to Local Municipalities	Number	Number of reports on the implementation of the IMSP	New KPI	4 Reports on the implementation of the IMSP by 30 June 2016	Integrated Municipal Support Plan (IMSP)	3,454,078	6,800,000	3,975,600	6,400,000	2,560,400	4,900,000	All Managers	All departments	All departments	Service delivery and Infrastructure Development	All priorities
		Percentage	Percentage of projects implemented within the project schedule, contract amount and quality	33% (for FY2013/2014)	100% of Project implemented within the estimated construction of activity schedule, contract amount and quality by 30 June 2016	Water, Sanitation,Civil services and Roads & Transport.	Opex		Opex		Opex		Manager : Technical Services				

STRATEGIC OBJECTIVE	ORGANISATIONAL PROGRAMME	UNIT OF MEA-SUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	TARGET (OUTPUT)	PROJECT	BUDGET 2015/2016		BUDGET 2016/2017		BUDGET 2017/2018		PROGRAMME COORDINATOR	IMPLEMENTING DEPARTMENTS	SUPPORTING DEPARTMENTS	KEY PERFOR-MANCE AREA	NATIONAL PRIORITY
							Operational	Capital	Operational	Capital	Operational	Capital					
STRENGTHEN IGR AND STAKEHOLDER RELATIONS	IGR & Stakeholder Relations	Number	Number of meetings held by the Executive Mayors'Forum	4 meetings held by the Executive Mayor's Forum	4 meetings by 30 June 2016	Executive Mayor's Forum	Opex		Opex		Opex		Municipal Manager (Deputy Manager : IGR)	Office of the Executive Mayor	All departments	Public Participation and Good Governance	All priorities
		Number	Number of Municipal Manager's Forum meetings held	3 Meetings held	4 Municipal Manager's Forum meetings held by 30 June 2016	Municipal Managers' Forum	Opex		Opex		Opex		Municipal Manager (Deputy Manager : IGR)	Deputy Manager : IGR	All departments	Public Participation and Good Governance	All priorities
		Number	Number of meetings held by the Speaker's Forum	0 meetings held by the Speaker's Forum	4 meetings held by the Speaker's Forum by 30 June 2016	Speaker's Forum	104,800		111,000		117,200		Municipal Manager (Deputy Manager : IGR)	Office of the Speaker	Office of the Municipal Manager, Finance	Public Participation and Good Governance	All priorities
		Number	Number of meetings held by the IDP Representative Forum	4 meetings held by the IDP Representative Forum	4 meetings held by the IDP Representative Forum by 30 June 2016	IDP Representative Forum	100,000		106,000		112,360		Municipal Manager (Deputy Manager : IGR)	Office of the Municipal Manager	All departments	Public Participation and Good Governance	All priorities
		Number	Number of meetings held by the Good Governance and Administration Cluster	4 meetings for the FY2013/14	3 meetings held by the Good Governance and Administration Cluster by 30 June 2016	Good Governance and Administration Cluster	Opex		Opex		Opex		Municipal Manager (Deputy Manager : IGR)	Corporate Services	Office of the Municipal Manager, Finance	Public Participation and Good Governance	All priorities
		Number	Number of meetings held by the Social Needs Cluster	Quarterly meetings (4)	3 meetings held by the Social Needs Cluster by 30 June 2016	Social Needs Cluster	Opex		Opex		Opex		Municipal Manager (Deputy Manager : IGR)	Social Services	Office of the Municipal Manager, Finance	Public Participation and Good Governance	All priorities
		Number	Number of meetings held by the Economic Growth and Infrastructure Development Cluster	3 Economic Growth Cluster sessions	3 meetings held by the Economic Growth and Infrastructure Development Cluster by 30 June 2016	Economic Growth and Infrastructure Development Cluster	Opex		Opex		Opex		Municipal Manager (Deputy Manager : IGR)	LED, Tourism and Rural Development	Office of the Municipal Manager, Finance, Technical Services	Public Participation and Good Governance	All priorities
MANAGEME PERFORMANCE	Organisational Performance Management System	Time frame	SDBIP to be signed off by the Executive Mayor within 28 days after the approval of the budget	SDBIP for FY2013/14 signed off by the Executive Mayor within 28 days after the approval of the budget	SDBIP for the FY2016/17 to be signed off by the Executive Mayor within 28 days after the approval of the budget	SDBIP	Opex		Opex		Opex		Municipal Manager (Dep Man : OPM/M&E)	Office of the Municipal Manager	All departments	Institutional Development and Transformation	All priorities
		Number	Number of organisational performance review sessions	4 (FY2013/14)	4 quarterly performance review sessions by 30 June 2016	Organisational Performance Reviews		200,000	250,000		300,000						
	Individual Performance Management System	Number	Number of performance reviews on the IPMS for the FY	4 reviews done on IPMS	4 Quarterly reviews by 30 June 2015	IPMS Reviews and Appraisals	500,000		529,500		559,200		Municipal Manager (Dep Man : IPM)	Office of the Municipal Manager	All departments	Institutional Development and Transformation	All priorities
IMPLEMENT M & E	Monitoring and Evaluation	Date	Number of progress reports on the implementation of the 2015/16 FY M&E Workplan	No M&E Workplan in place	4 progress reports on the implementation of the 2015/16 FY M&E Workplan	M&E Workplan	Opex		Opex		Opex		Municipal Manager (Deputy Manager : OPM/M&E)	Office of the Municipal Manager	All departments	Institutional Development and Transformation	All priorities
ENSURING BEST INSTITUTIONAL PROCESSES AND SYSTEMS THROUGH BENCHMARKING, RESEARCH AND INNOVATION	Benchmarking	Number	Number of organisational benchmarking engagements	6 organisational benchmarking engagements held by 30 June 2014	8 organisational benchmarking engagements held by 30 June 2016	Benchmarking	Opex		Opex		Opex		All Departmental Managers	All departments	All departments	Institutional Development and Transformation	All priorities
	Research and Development	Number	Number of research reports on basic services tabled to Council	None	4 research reports on basic services tabled to Council by 30 June 2015	Research on basic service delivery	Opex		Opex		Opex		Municipal Manager (Dep Man : Strategic Planning)	Office of the Municipal Manager	All departments	Institutional Development and Transformation	All priorities

STRATEGIC OBJECTIVE	ORGANISATIONAL PROGRAMME	UNIT OF MEA-SUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	TARGET (OUTPUT)	PROJECT	BUDGET 2015/2016		BUDGET 2016/2017		BUDGET 2017/2018		PROGRAMME COORDINATOR	IMPLEMENTING DEPARTMENTS	SUPPORTING DEPARTMENTS	KEY PERFOR-MANCE AREA	NATIONAL PRIORITY
							Operational	Capital	Operational	Capital	Operational	Capital					
		Number	Number of spatial development research reports tabled to Council	None	4 spatial development research reports tabled to Council by 30 June 2015	Spatial development research	Opex		Opex		Opex					Institutional Development and Transformation	
IMPROVE STAFF SKILLS AND DEVELOPMENT	Training and Development of Staff	Number	Number of programmes implemented	17 programmes implemented	16 programmes implemented by 30 June 2016	Implementation of Workplace Skills Plan	900,000		953,100		1,006,500		Manager : Corporate Services	Corporate Services	All departments	Institutional Development and Transformation	All priorities
IMPROVE INTERNAL AND EXTERNAL COMMUNICATION	Communication, Marketing & Branding	Number	Number of projects implemented as per the Communication Plan	4 Siya Deliver Manje 1 Annual and 4 Radio Slots by 30 June 2015	9 Project implemented as per the Communication Plan 30 June 2016	4 Siya Deliver Manje 1 Annual and 4 Radio Slots	489,760		519,146		550,294		Manager : Corporate Services	Corporate Services	All departments	Institutional Development and Transformation	All priorities
MANAGE ORGANISATIONAL RISKS	Risk Management	Number	Number of updates of the Organisational Risk Register	4 updates of the Organisational Risk Register	4 updates of the Organisational Risk Register by 30 June 2015	Risk Register	126,960		134,500		142,000		Municipal Manager (Risk Management Officer)	Office of the Municipal Manager	All departments	Institutional Development and Transformation	All priorities
IMPROVE INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT	Institutional development	Number	Number of reports on compliance submitted to the Risk and Fraud Prevention Committee by the Risk Management and Compliance Officer	2 reports on compliance submitted to the Risk and Fraud Prevention Committee by the Risk Management and Compliance Officer	2 reports on compliance submitted to the Risk and Fraud Prevention Committee by the Risk Management and Compliance Officerby 30 June 2015	Compliance reports	Opex		Opex		Opex		Municipal Manager (Risk Management Officer)	Office of the Municipal Manager	No departments	Institutional Development and Transformation	All priorities
ENSURE PRUDENT FINANCIAL MANAGEMENT	Implementation of Financial Management Practices	Number	Number of section 71 reports submitted to Council, PT & NT	12 monthly section 71 reports submitted in the 2013/14 FY	12 monthly section 71 reports submitted to NT, PT and Council by 30 June 2015	Section 71 reports	Opex	200,000	Opex	2,500,000	Opex	2,500,000	Manager : Finance	Finance	All departments	Financial Viability and Management	All priorities
		Number	Number of SCM Reports submitted to Council	8 Reports submitted to council in the 2013/14 FY	12 Monthly reports submitted to council by 30 June 2015	SCM Reports	Opex		Opex		Opex		Manager : Finance	Finance	All departments	Financial Viability and Management	All priorities
					Sub totals		21,945,348	53,493,000	23,811,642	69,190,151	23,558,756	65,518,045					
					Other Operational / Capital expenditure		193,289,832	2,350,000	202,052,583	3,150,000	212,841,199	700,000					
					Total Opex/ Capital Expenditure		**215,235,180**	55,843,000	225,864,225	72,340,151	236,399,955	66,218,045					

NOTE : Other operational costs includes operational cost which has not been allocated to a specific project. It includes employee related cost, depreciation, repairs and maintenance, stationary and printing, etc

ANNEXURE B
PERSONAL DEVELOPMENT PLAN

PERSONAL DEVELOPMENT PLAN

Name: Hugh Mzikayise Mbatha

Date: 30 July 2015

Position: Municipal Manager

Period in Current Position: 4 years

AREA IDENTIFIED FOR DEVELOPMENT FROM DUTIES/TASKS FROM JOB DESCRIPTION	REQUIRED QUALIFICATION/ SKILL	CURRENT QUALIFICATION/SKILLS LEVEL	SKILLS GAPS OF INCUMBENT	RECOMMENDED SKILLS DEVELOPMENT INTERVENTION
None	B degree	B Proc, LLB	None	N/A
AREA IDENTIFIED FOR DEVELOPMENT FROM CORE MANAGERIAL COMPETENCY	**REQUIRED LEVEL OF MANAGERIAL COMPETENCY**	**CURRENT LEVEL OF MANAGERIAL COMPETENCY**	**COMPETENCY GAPS OF INCUMBENT**	**RECOMMENDED DEVELOPMENT INTERVENTION**
None	Competent	Competent	None	N/A