

PERFORMANCE AGREEMENT
MADE AND ENTERED INTO BY AND BETWEEN

THE MUNICIPALITY OF EMALAHLENI

AS REPRESENTED BY THE MUNICIPAL MANAGER
DR SW VATALA
(herein after referred to as Employer)

AND

DIRECTOR: CORPORATE SERVICES
MS POB SOHE
(herein after referred to as Employee)

FOR THE FINANCIAL YEAR:
01 JULY 2015 – 30 JUNE 2016

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) as amended. The Employer and Employee are hereinafter referred as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the parties, requires the Parties to conclude an annual performance agreement. The parties hereby agree to have this contract developed in terms of the Local Government Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Managers;
- 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 promote Local Government goals.
- 1.4 The parties wish to ensure there is compliance with Section 57(4)(b) and 57(5) of the Systems Act;
- 1.5 This performance agreement is between Ms Phumla Oriental Beauty Sohe, Director: Corporate Services and Dr Sitembele Wiseman Vatala, Municipal Manager. It is for the 2015/2016 financial year only. The expected performance reflected in this agreement is based on the Integrated Development Plan for 2015/2016 and the 2015/2016 Service Delivery and Budget Implementation Plan which have been adopted as the working documents of Emalahleni Municipality and therefore, shall be the basis of the performance assessment;
- 1.6 In this Agreement the following terms will have the meaning ascribed thereto:
 - 1.6.1 this "Agreement" – means the performance agreement between the Employer and the Employee and the Annexures thereto;
 - 1.6.2 the "Employer" means Emalahleni Local Municipality;
 - 1.6.3 the "Employee" means the Director appointed in terms of Section 82 of the Municipal Structures Act;
 - 1.6.4 the "Parties" mean the Employer and Employee

2. PURPOSE OF THIS AGREEMENT

- 2.1 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.2 To specify accountabilities set out in the Performance Plan (Annexure A)
- 2.3 To monitor and measure performance against set targeted outputs and outcomes;
- 2.4 To establish a transparent and accountable working relationship;
- 2.5 To appropriately reward the Employee in accordance with Section 11 of this Agreement;
- 2.6 To give effect to the Employer's commitment to a performance orientated relationship with the Employee in attaining improved service delivery

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on 01 July 2015 and will remain in force until 30 June 2016 whereafter a new Performance Agreement shall be concluded between the Parties for the new financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon

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;
 - 4.1.2 the time frames within which those performance objectives and targets must be met;
 - 4.1.3 the core competency requirements (Annexure B) as the management skills regarded as critical to the position held by the Employee;
- 4.2 The performance objectives and targets reflected and targets 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 and the Budget of the Employer and shall include:
 - 4.2.1 key objectives that describe the main tasks that need to be done;
 - 4.2.2 key performance indicators that provide details of the evidence that must be provided to show that a key objective has been achieved;
 - 4.2.3 target dates that describe the timeframe in which the targets must be achieved; and
 - 4.2.4 weightings showing the relative importance of the key objectives to each other.
- 4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of the 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 adopted for the Employees 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 employees and service providers to perform to the standards required;

- 5.3** The Employer will consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee
- 5.4** The Employee undertakes to actively focus on the promotion and implementation of the Key Performance Areas (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 the two (2) components, Operational Performance and Core Competency Requirements (CCRs), both of which shall be contained in the Performance Agreement;
- 5.6** The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPAs and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and the Employee:

KPA No	KEY PERFORMANCE AREAS
1	Service Delivery and Infrastructure Development
2	Municipal Transformation and Institutional Development
3	Local Economic Development
4	Municipal Financial Viability and Management
5	Good Governance and Public Participation
TOTAL 80%	

- 5.7** The CCRs will make up the other 20% of the Employee's assessment score. CCRs that are deemed to be most critical for the Employee's specific job are reflected in the list below as agreed to between the Employer and Employee:

CCR No	CORE COMPETENCY REQUIREMENTS
1	Strategic Leadership and Management
2	Programme and Project Management
3	Financial Management (compulsory)
4	Problem Solving and Analytical Thinking
5	People and Diversity Management (compulsory)
6	Client Orientation and Customer Focus (compulsory)
TOTAL 20%	

6. PERFORMANCE ASSESSMENT

- 6.1** The Performance Plan (Annexure A) to this Agreement set out-
- 6.1.1** the standards and procedures for evaluating the Employee's performance; and
- 6.1.2** the intervals for evaluation of the Employee's performance
- 6.2** Despite the establishment of agreed intervals for evaluation, the Employer may, in addition, review the Employee's performance at any stage while the contract of employment remains in force;
- 6.3** Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set timeframes;

- 6.4** The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below:
- 6.5** The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6** Assessment of the achievement of results as outlined in the performance plan:
- 6.6.1** each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
 - 6.6.2** A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
 - 6.6.3** The Employee will submit her self-evaluation to the Employer prior to the formal assessment;
 - 6.6.4** In the instance where the Employee could not perform due to reasons outside the control of the Employer and Employee, the KPI will not be considered during the evaluation. The Employee should provide sufficient evidence in such instances; and
 - 6.6.5** An overall score will be calculated based on the total of the individual scores calculated above.
- 6.7** Assessment of the CCRs
- 6.7.1** Each CCR shall be assessed according to the extent to which the specified standards for the required proficiency level have been met;
 - 6.7.2** A rating on the five-point scale shall be provided for each CCR which will then be multiplied by the weighting to calculate the final score;
 - 6.7.3** Each CCR will be assessed in terms of the definitions provided (Annexure B) on a 360 degree basis during the mid-year and year-end reviews and will inform the final score awarded by the Evaluation Committee. 360 degree means that the Employee's peers and managers reporting to her will assess her CCRs; and
 - 6.7.4** An overall score will be calculated based on the total of the individual scores calculated above;
- 6.8** Overall Rating
- 6.8.1** An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.4 above; and
 - 6.8.2** Such overall rating represents the outcome of the performance appraisal
- 6.9** The assessment of the performance of the Employee will be based on the following rating scale for KPIs and CCRs

Level	Terminology	Description
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 expectation	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 effort to encourage improvement

- 6.10** For purposes of evaluating the performance of the Employee for the mid-year and year-end reviews, an Evaluation Panel constituted of the following persons will be established:

6.10.1 Municipal Manager

6.10.2 Municipal Manager from another municipality

6.10.3 Audit Committee member (Chairperson)

6.10.4 Member of the Executive Committee

6.10.5 Ward Committee member

- 6.11** The Municipal Manager will evaluate the performance of the Employee as at the end of the first (1st) and third (3rd) quarters; and

- 6.12** The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meetings

7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1** The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates with the understanding that the reviews in the first and third quarters may be verbal if performance is satisfactory:

QUARTER	REVIEW PERIOD	REVIEW TO BE COMPLETED BY
1	July - September	October 2015
2	October – December	February 2016
3	January – March	April 2016
4	April – June	September 2016

- 7.2** The Employer shall keep a record of the mid-year and year-end assessment meetings;
- 7.3** Performance feedback shall be based on the Employer's assessment of the Employee's performance;
- 7.4** The Employer will be entitled to review and make reasonable changes to the provisions of the Performance Plan from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and
- 7.5** The Employer may amend the provisions of the Performance Plan whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

- 9.1.1 create an enabling environment to facilitate effective performance by the Employee;
- 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 her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time assisting her to meet the performance objectives and targets established in terms of this Agreement

10. CONSULTATION

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

- 10.1.1 a direct effect on the performance of any of the Employee's functions;
- 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
- 10.1.3 A substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

11. REWARD

11.1 The evaluation of the Employee's performance will form the basis for indicating outstanding performance or correcting unacceptable performance;

11.2 The performance bonus will be rated as follows:

Performance rating:

0% - 45%	poor performance
46% - 55%	average performance
56% - 65%	fair performance
66% - 75%	good performance
76% - 100%	excellent performance

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1** Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;
- 12.2** The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3** Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and
- 12.4** In the case of unacceptable performance, the Employer shall-
 - 12.4.1** provide systematic remedial or developmental support to assist the Employee to improve her performance; and
 - 12.4.2** After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out her duties

13. DISPUTE RESOLUTION

- 13.1** In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may, within seven (7) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;
- 13.2** If the Parties cannot resolve the issues within ten (10) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within thirty (30) business days; and
- 13.3** In the event that the mediation process contemplated above fails, the relevant clause of the contract of employment shall apply

14. GENERAL


- 14.1** The contents of this agreement and the outcome of any review conducted in terms of the Performance Plan may be made available to the public by the Employer; and
- 14.2** Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Employee in terms of her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

THUS DONE AND SIGNED AT LADY FRERE ON THE 01ST DAY OF JULY 2015

AS WITNESSES


SIGNATURE


SIGNATURE


MS POB SOHE
DIRECTOR: CORPORATE SERVICES

FOR AND ON BEHALF OF THE EMALAHLENI MUNICIPALITY

THUS SIGNED AT LADY FRERE ON THE 01 DAY OF JULY 2015

AS WITNESSES


SIGNATURE


SIGNATURE


DR SW VATALA
MUNICIPAL MANAGER

ANNEXURE A



ANNUAL PERFORMANCE PLAN 2015/16

FOR:

**MS PUMLA ORIENTAL BEAUTY SOHE
DIRECTOR: CORPORATE SERVICES**

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PERFORMANCE PLAN: 2015/2016**MS PUMLA ORIENTAL BEAUTY SOHE****EMALAHLENI LOCAL MUNICIPALITY**

This Performance Plan defines the Council's expectations and legal prescribes that the Municipal Manager must at all material times comply and uphold in accordance with the Performance Agreement to which this document is attached. Section 57(5) of the Municipal Systems Act and the Performance Regulations gazetted in Notice Number 805 provides that performance objectives and targets must be based on the Key Performance Indicators enshrined in the Municipality's Integrated Development Plan and determined in agreement with the Mayor (as representative of Council).

The following are five (5) parts to this performance plan, which are:

1. A statement about the purpose of the position
2. Functional alignment of the individual performance scorecard to the Integrated Development Plan
3. Scorecard detailing IDP goals (Key Performance Areas) and their related key performance indicators, weightings and target dates
4. Core Competency Requirements
5. Personal Development Plan

The period for this plan is from 1 July 2015 to 30 June 2016

Signed and accepted by:


 MS POB SOHE
 DIRECTOR: CORPORATE SERVICES

01/07/2015
 DATE

SIGNED BY THE MUNICIPAL MANAGER


 DR SW VATALA
 MUNICIPAL MANAGER

01 JULY 2015
 DATE

1. STATEMENT ON PURPOSE OF POSITION

To perform all the duties and functions of the Director: Corporate Services as required by the relevant legislation or reasonably stipulated by the Municipal Manager, to be accountable for the execution of all the resolutions of the Municipality, the coordination of all the activities of the municipality, to be accountable for the general supervision, control and efficiency of the Directorate of Corporate Services and to ensure compliance with all of the key performance areas as set out in the contract of employment between the Council, as represented by the Municipal Manager and the Director: Corporate Services.

2. PERFORMANCE REVIEW PROCEDURE

A performance review will be held on a quarterly basis with a formal performance review in December/January and in June/July after the end of the financial year with the understanding that review in the first and third quarter may be verbal if performance is satisfactory.

The Municipal Manager may request input from agendas, minutes and "customers" on the Director's performance throughout the review period. This may be done through discussion or by asking "customers" to complete a rating form to submit to the Evaluation Panel for consideration. Customers are people who are able to comment on the Director's performance since they have worked closely with her on some or all aspects of her job.

The Director: Corporate Services should prepare for quarterly performance evaluation by providing a brief description of achievements, including reference to evidence, supporting documentation (documents, reports and/or resolutions with dates of submission) in the relevant column in the KPA scorecard below. Achievement should be reported on cumulatively

The Director: Corporate Services will provide a rating for herself for the final assessment against the agreed objectives in the column provided in the KPA Scorecard.

The Director: Corporate Services and the Evaluation Panel should meet to conduct formal performance rating and agree on final score. It may be necessary to have two (2) meetings, that is, give the Director: Corporate Services scores and allow her time to consider them before final agreement. In the event of disagreement, the Evaluation Panel has the final say with regard to the final score that is given.

The Evaluation Panel should provide ratings of the Director's performance against agreed objectives as a result of portfolio of evidence and/or comments and input.

Initially the scoring should be recorded on the scorecard then transferred onto the consolidated score sheet.

Any reason for non-compliance should be recorded during the review session by keeping of minutes of the review session.

The assessment of the performance of the Director: Corporate Services will be based on the rating scale for KPAs as set out in the Performance Agreement.

Only those items relevant for the review period in question should be scored.

The assessment of the performance of the Director: Corporate Services on the applicable CCRs will be based on the rating scale as reflected in Section 4 of the Performance Plan.

The Honourable Mayor and Municipal Manager should prepare and agree on a Personal Development Plan for addressing developmental gaps.

The Municipal Manager and Director: Corporate Services should set new objectives, targets, performance indicators, weightings and dates for the following financial year.

Poor work performance will be dealt with in terms of Regulation 32 (3) of the Performance Regulations.

3. FUNCTIONAL ALIGNMENT OF THE INDIVIDUAL PERFORMANCE SCORECARD TO THE IDP

The IDP of the Emalahleni Municipality for the 2015/16 financial year is aligned to the prescribed Key Performance Areas:

1. Good Governance and Public Participation
2. Basic Service Delivery
3. Local Economic Development
4. Institutional Development and Transformation
5. Financial Viability and Management

All Directorates within the organisation are accountable for the successful fulfilment of the IDP specific programmes listed under each of the above KPAs. The Director: Corporate Services is directly accountable for the following programmes directly linked to the IDP for 2015/16 as indicated in the IDP column of the scorecard.

4. KEY PERFORMANCE AREA SCORECARD – DIRECTOR: CORPORATE SERVICES

KPA 1 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION										
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECT OR SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS	
	Number of Mayoral Imbizos and outreach programmes conducted by June 2016	2 Mayoral Imbizos held and 5 sector outreach Imbizos conducted	2 Mayoral Imbizos held and outreaches conducted in 17 wards		attendance registers and outreach reports	Mayoral Imbizos to present the approved IDP and Budget	Sectoral Mayoral Imbizo on the draft IDP and Budget for 2016/2017	Ward Mayoral Outreach programme on final draft IDP and Budget for 2016/2017	Mayoral Imbizo on the approved IDP and Budget for 2016/2017	
	Number of Ward Committees and traditional leaders trained	170 Ward Committee members and 7 Traditional leaders trained	170 Ward Committee members trained		Skills Audit report Skills Development programme developed Report on training conducted Certificates issued	Conduct skills audit for Ward Committee members and traditional leaders. Develop a skills development programme	Appointment of service provider to conduct training programmes	Implementation of the skills development programme	Implementation of the skills development programme	

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KPA 1 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)			
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
	Number of business plans developed and submitted to secure funding for the promulgation and gazettement of bylaws	1 Business Plan developed and submitted to potential funders for the promulgation of bylaws	Council approved by-laws		Business Plan Follow up correspondence	Develop and submit 1 business plan for the funding of bylaws promulgation	Follow up on business plan submitted for funding	Follow up on submitted business plans	Follow up on submitted business plans
	Number of by-laws promulgated and gazetted	5 by laws promulgated and gazetted	Council approved by-laws		Appointment letter of service provider Gazetted by laws	Facilitate procurement of service provider for promulgation and gazettement of by laws	Monitor implementation of the promulgation and gazettement of bylaws project	Monitor implementation of the promulgation and gazettement of bylaws project	Service provider submits gazetted bylaws to municipality for implementation

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- BASIC SERVICE DELIVERY											
C	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECT OR SCORE	PANEL SCORE
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
	Number of replaced and repaired waste management vehicles	Procurement of 1 bakkie for Indwe. Secure funding for Refuse trucks for Indwe and Dodrecht	7 old tractors and trailers in bad state and 1 new compactor truck. 2 half trucks for supervisor		Assessment Reports	Appointment of Service Provider for the supply of the bakkie	Develop business plan to secure funding for purchasing of refuse trucks for Indwe and Dodrecht	Business plan for purchasing of refuse truck for Dodrecht and Indwe submitted to relevant parties	Continuous engagement on the submitted business plan.		

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KPA 2 - BASIC SERVICE DELIVERY									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)			
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
To ensure the provision of a comprehensive roads infrastructure network	Number of roller machinery and utilised purchased by June 2016	1 Grid Roller purchased and utilised for road maintenance	Smooth Roller, Grader, 2 Water carts, 3 Tipper Trucks, Low bed Truck, Excavator, 1 TLB available		Advertisement for grid roller Appointment letter of service provider Report on utilisation of grid roller	Facilitate procurement of the grid roller. Advertisement of tender	Appointment of service provider and delivery of grid roller	Utilisation of the Grid Roller with other plant machinery	Utilisation of the Grid Roller with other plant machinery
		150 jobs created through the Electrification program			Employment contracts of workers appointed Report on implementation	Recruitment of 150 contract workers in 5 Wards	Monitor performance of workers in project and report	Monitor performance of workers in project and report	Monitor performance of workers in project and report

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KPA 3 -		LOCAL ECONOMIC DEVELOPMENT									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECTOR SCORE	PANEL SCORE 1-5
	Number of municipal farms utilised for revenue generation	6 Farms fully utilised for revenue generati on by June 2016	1 Farm leased to Qhunkqu project		Audit report of status Advert for RFP Lease Agreements	QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		

KPA 4 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)			
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
To develop the skills of the workforce and unemployed graduates in order to enhance their competencies	Number of HRD Strategies approved and implemented	Facilitate approval and implementation of 1 HRD Strategy	Draft HRD Strategy in place		Approved HRD Strategy and Council Resolution . Attendance Register of the Workshop and report. Implementation on reports	Conduct workshop for stakeholders on draft HRD Strategy and present to Standing Committee	Facilitate approval of the final draft HRD Strategy	Implementation of priorities in the Strategy and Reporting	Implementation of priorities in the Strategy and Reporting
	Number of learnership programmes implemented	Facilitate approval of 2 learnership programmes by LGSETA for implementation	2 learnerships implemented		1. Application letter to LGSETA. 2. Advertisement calling for learners to participate. 3. Approval letter from LGSETA. 4. Reports on progress	Submit application for learnership programmes	Selection of learners for learnership programmes	Monitor progress of learnership approval by LGSETA and report	Facilitate implementation of approved programmes and report

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KPA 4 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)			
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
	Number of officials trained on minimum competencies	4 officials trained on minimum competencies	19 Officials and Councilors trained on minimum competencies		Progress reports from the institution submitted to the Standing Committee	Identification of qualifying officials for training. Facilitate appointment of accredited service provider for the training	Registration of officials in the CPMD programme at the appointed institution	Implementation of the programme	Implementation of the programme. Monitoring progress of officials in the programme

KPA 4 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)			
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
	Number of officials and councillors trained in line with the approved Workplace Skills Plan	6 officials and 4 councillors trained in priority programmes of the WSP	27 officials and 9 councillor s trained		Appointment letters of training providers Reports on training programmes	Identify accredited service providers for training programmes and facilitate appointment	Implementation of training programmes	Reporting on training programmes being implemented	Reporting on training programmes being implemented
	Number of employees assessed for Recognition of Prior Learning	3 employees assessed for RPL and certified competent	No RPL conducted in the past		1. List of beneficiaries 2. Appointment letter of Service Provider 3. Programme progress report and certificates	Identification of beneficiaries. Sourcing of implementing agent for RPL.	Engagement of identified beneficiaries and conducting of RPL	Implementation of the RPL Programme	Implementation of RPL programme

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KPA 4 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECTOR SCORE 1-5	PANEL SCORE 1-5
To provide appropriate Human Resources to support all Directorates in the municipality by June 2016	Number of approved and budgeted positions filled	19 budgeted positions filled by June 2016	29 budgeted positions on the organogram filled		1. Advertisement for positions. 2. Appointment letters. 3. Reports submitted on appointments and terminations	QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
						Facilitate submission of requests for advertisement of positions from Directorates	Advertise positions and conduct recruitment processes	Facilitate appointment of suitable candidates	Report on number of positions filled by Year end		

KPA 4 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)			
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
	Number of Reviewed Human Resources Plans	Review 1 Human Resources Plan	Draft Human Resources Plan		Council Resolution approving HR Plan Attendance Registers Implementation reports	Conduct analysis of Human Resources information and prepare draft Plan	Circulate draft reviewed HR Plan for inputs and conduct workshop	Facilitate approval of HR Plan	Implementation of Plan and reporting
	Number of staff audits conducted to correct payroll discrepancies	Conduct 4 staff audits and correct discrepancies in Payroll	Disintegration of HR and Payroll. 2 staff audits conducted		Reports on staff audit	Conduct 1 employee head count/staff audit and compile a report	Conduct 1 employee head count/staff audit and compile a report	Conduct 1 employee head count/staff audit and compile a report	Conduct 1 employee head count/staff audit and compile a report
To ensure a healthy and safe working environment for councillors and employees	Number of Occupational Health and Safety Strategies developed and implemented	1 OH&S Strategy developed and implemented by June 2016	No OHS Strategy exists		Attendance register for workshop. Council resolution approving the Strategy. Reports on implementation	Collection of data to prepare a draft OHS Strategy	Consultation of stakeholders on the draft OHS Strategy. Facilitate approval of the Strategy by Council.	Implementation and monitoring of the OHS Strategy	Report on the implementation of the Strategy.

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MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
KPA 4 -									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)			
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
	Number of OHS Committees revived and number of meetings held in compliance with the OHS Policy	Facilitate revival of the OHS Committee and hold 4 meetings by June 2016	OHS Committee dysfunctional. 1 Committee meeting held		OHS Committee meeting minutes and attendance registers	Revive the OHS Committee and hold 1 meeting.	1 meeting held	1 meeting held	1 meeting held
	Number of OHS inspections conducted in the workstations	Conduct 4 inspections in all workstations and report on findings	No OHS inspections conducted in 2014/15. 3 inspections were conducted in 2013/2014		Report on inspections conducted	Conduct 1 inspection and produce a report with recommendations to the OHS Committee	Conduct 1 inspection and produce a report with recommendations to the OHS Committee	Conduct 1 inspection and produce a report with recommendations to the OHS Committee	Conduct 1 inspection and produce a report with recommendations to the OHS Committee

KPA 4 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)			
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
To provide an integrated ICT system that will ensure safety of information by June 2016	Number of Server rooms and IT Offices upgraded	Construction of 1 server room and 2 IT Offices	Limited capacity of the existing server room		Advertisement of the bid for the construction of server room. Reports on completion of server room	Facilitate procurement of service provider for the construction of a server room and IT Office	Monitor the implementation of the construction of the server room and IT Offices project	Monitor the implementation of the construction of the server room and IT Offices project	Monitor the implementation of the construction of the server room and IT Offices project
	Number of towers installed by MTN through the broadband project to improve connectivity in Emalaheni	Implementation of SLA on broadband project	90 % 3G coverage in the Emalaheni municipal area		Reports on the implementation of broadband project	Monitor the implementation of the SLA for the broadband project	Monitor the implementation of the SLA for the broadband project	Monitor the implementation of the SLA for the broadband project	Monitor the implementation of the SLA for the broadband project

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KPA 4 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)			
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
	Number of functional ICT forums established and meetings held by June 2016	4 ICT Steering Committee meetings held	ICT Steering Committee established and 1 meeting held		Attendance registers and minutes of meetings Terms of reference for committee	1 ICT Steering Committee meeting	1 ICT Steering Committee meeting	1 ICT Steering Committee meeting	1 ICT Steering Committee meeting
	Number of reports submitted on integration of ICT applications	Institutional ICT Systems applications integrated by June 2016	Monthly reports on general ICT functioning		Approved Terms of Reference Appointment letter of service provider Quarterly progress reports	Development of Terms of Reference for appointment of service provider for integration of all ICT applications	Appointment of service provider	Implementation of integration by appointed service provider. Report on the implementation	Report on the implementation on the integration

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KPA 4 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)			
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
To ensure an effective system of municipal governance in line with applicable legislation	Number of Council events held in line with the approved Council calendar	1 Council calendar of events developed and approved for 2015/2016	Council calendar approved for 2014/2015		Attendance registers Minutes of meetings held	Ensure compliance with the Council Calendar of events	Ensure compliance with the Council Calendar of events	Ensure compliance with the Council Calendar of events	Ensure compliance with the Council Calendar of events
	Reviewed Council Rules of Order and implementation reports submitted	Reviewed Rules of Order for Council and 3 implementation reports submitted to the Office of the Speaker	Rules of Order existing		Council resolution approving Rules of Order Reports submitted to the office of the Speaker	Consultation of stakeholders on the review of Rules of Order	Facilitate approval of rules of order 1 report submitted on implementation of rules of order	1 report submitted on implementation of rules of order	1 report submitted on implementation of rules of order

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KPA 4 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)			
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
To ensure an effective system of municipal governance in line with applicable legislation	Number of reports on legal claims register updates submitted	4 Reports submitted on the legal claims register or Contingency Register updates	No reports		Legal Claims Register and Reports submitted to the Standing Committee	1 report submitted	1 report submitted	1 report submitted	1 report submitted
	Number of reports on performance of external attorneys submitted	4 Reports submitted on the performance of the appointed panel of attorney	No reports		Reports submitted to the Standing Committee	1 report submitted	1 report submitted	1 report submitted	1 report submitted

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KPA 4 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECTOR SCORE	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
	Number of Electronic Document Management Systems (EDMS) procured and implemented	Procurement of EDMS and report on implementation	Reports on paper based filing submitted		Appointment letter of service provider Reports on Implementation	Facilitate procurement of EDMS	Appointment of service provider and implementation	Training of users on EDMS and implementation	Report on the implementation of EDMS		
	Number of reports on records submitted on the disposal of records	4 quarterly reports submitted to the Standing Committee	None		Quarterly report submitted to the Standing Committee	1 report submitted	1 report submitted	1 report submitted	1 report submitted		

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KPA 4 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECTOR SCORE	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
	Number of vehicles and plant machinery acquired	Acquire 10 vehicles and 5 Plant Machinery	8 Plant machinery and 5 pool vehicles available		Advertisement Appointment letter of service provider Reports on implementation of system	Advertise Requests for Proposals for alternative method of fleet acquisition and management	Appointment of a successful bidder for fleet acquisition and management and signing of Service Level Agreement	Monitor performance of fleet management provider and report	Monitor performance of fleet management provider and report		
To ensure an efficient and effective Fleet management System	Number of reports submitted on compliance with the fleet management policy	4 quarterly reports reflecting compliance submitted to the Standing Committee	Monthly reports submitted		Quarterly report submitted to the Standing Committee	1 report submitted	1 report submitted	1 report submitted	1 report submitted		

KPA 4 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)			
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
To streamline all special programmes	Number of Special Programmes coordinated and implemented	Coordinate observation of Mandela Day	Mandela Day observed in 2014		Reports Programme developed for the day	Nelson Mandela Day Program me Coordinated and Implemented	Observation of National days of importance	Observation of National days of importance	Observation of National days of importance
		1	No		Develop and submit a business plan to potential funders to support the rural sport development	Follow up on business plan submitted for funding	Follow up on submitted businessplans	Follow up on submitted business plans	
		Business Plan developed for the support of the Mayoral Cup tournament	external funding of the Mayoral Cup tournament						

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KPA 4 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)			
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
		Coordinate the Mayoral Cup tournament	1 Mayoral Cup tournament hosted		Reports Programme for the Mayoral cup tournament	Coordination and Implementation of the Mayoral Cup Programme	Coordination and Implementation of the Mayoral Cup Programme	Coordination and Implementation of the Mayoral Cup Programme	Coordination and Implementation of the Mayoral Cup Programme
		34 Youth provided with skills and capacity building programmes	4 Youth programmes coordinated		Report on recruited youth Report on programmes completed Minutes of quarterly meetings	Facilitate acquisition of Drivers Licenses for 34 young people	Facilitate training of 34 young people on Security course	Provide support and equipment to the Mobi Gym	Hold quarterly meeting for all Youth Fora

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KPA 4 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)			
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
		Provide support to 4 youth programmes	Themba Zumana and Qonda Hoho honoured in 2014		Reports on support provided Minutes of quarterly meetings	Coordinate the Themba Zumana memorial. Hold 1 meeting	Support the Young City Tournament. Hold 1 meeting	Support Vaalbank Marathon . Hold 1 meeting	Support Indwe Boxer Hold 1 meeting
		Coordinate observation of Women's month	2 activities conducted for Women's program in 2014/2015		Concept document Evaluation report of Women's Day Report on women support	Develop and implement a concept document to observe the Women's month	Evaluate the observation of Women's Day and report	Identification of 2 Women projects for support	Report on support provided to 2 women projects

KPA 4 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)			
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
		Coordinate hosting of Golden Games for the Elderly	Participation of the Elderly in the Golden Games in 2014/2015		Report Programmes: Golden games and Older Persons Day	Golden Games program implemented (Elderly)	Older Persons day Commemorated	Evaluation of the Golden games and Older Persons Day	Review the Older Person Forum structure
		Conduct 2 development programmes for the PWD structure	Summit for Disability Structure conducted		Report on skills audit Development programme Report on support provided	Conduct skills audit for PWD and prepare a development program	Appointment of service provider to impart skills to PWDs	Monitor support provided to the PWD structure	Monitor support provided to the PWD structure

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KPA 4 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)			
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
		Support Learner Improvement Programme	Grade 12 learners supported through the Winter school programme		MoU with Department of Education	Coordinate submission of list of learners to be supported and programme by the Department of Education	Implementation of the Learner support programme	Implementation of the Learner support programme	Evaluate impact of the Learner support programme
	Number of Special Programmes Strategy developed	1 Special Programmes Strategy developed and implemented	No existing strategy		Council resolution approving strategy Attendance register and programme Reports on implementation	Prepare a draft strategy and circulate to stakeholders for inputs. Conduct workshop on the draft	Facilitate approval of the Special Programmes Strategy and implement the approved strategy	monitor implementation of the strategy	monitor implementation of the strategy

POS SW

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
KPA 4 -		Strategy							
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)			
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
	Number of learners granted bursaries	4 learners granted a bursary in terms of the Bursary Policy	3 learners granted a bursary towards registration fees		Advertisements for study assistance Minutes of meetings - Bursary Committee Letters written to successful learners Proof of payment	Invite potential learners to apply for a study assistance	Selection of qualifying learners by Bursary Committee	Notification of successful learners and issuing of confirmation	Process payments upon receipt of registration confirmation from relevant institutions
	Number of Fieldband activities held and Regional championships hosted	1 launch of Fieldband hosted. Signing of new MoU with Fieldband	participation of Fieldband in the regional championships in 2014. MoU signed with Fieldband		MoU with Fieldband Invitation letters and programmes Evaluation report	Hosting of regional championships and official launch of Fieldband	Participation of Fieldband in the National championships	Fieldband Camp Supported	Evaluation of Fieldband activities

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KPA 4 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)			
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
	Number of business plans developed and submitted for the support of the Fieldband project	1 Business Plan developed and submitted for the funding of Fieldband project	No external funding of the Fieldband project		Business Plan Follow up correspondence	Develop and submit a business plan to potential funders to support the continued existence of the Fieldband project	Follow up on business plan submitted for funding	Follow up on business plan submitted for funding	Follow up on business plan submitted for funding

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KPA 4 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECTOR SCORE 1-5	PANEL SCORE 1-5
To provide appropriate Human Resources to support all Directorates in the municipality by June 2016	Number of Organisational Wellness Programmes implemented per annum	3	2		Attendance registers	QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
		organisational wellness programmes implemented	organisational wellness programmes implemented		Programme impact assessment report submitted to the Standing Committee	Identify organisational wellness programme to be undertaken and develop a concept document	1 organisational wellness programme implemented	1 organisational wellness programme implemented	1 Organisational wellness programme implemented Conduct Impact assessment and submit a report to the standing committee		

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KPA 4 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)			
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
	Number of institutional plans developed	1 IDP developed and approved for implementation	Approved credible IDP for 2014/2015		Council Resolution Attendance registers Report on reviewed ward priorities	Review of the approved IDP by end of September	Draft IDP presented to Council for noting in preparation for public participation	Draft IDP presented to Council by 31 March 2016	Final IDP adopted by Council by 30 May 2016
	Number of annual reports developed and published	1 Annual report developed, approved by Council and printed for publication	Annual report developed for 2013/2014		Annual Report Council Resolution Mid-term report on performance assessments	Prepare draft annual report and submit with AFS	Conduct public participation and submit annual report to Council for adoption	Submission of annual report to relevant department and print copies for publication. Prepare mid-term report and conduct performance assessments for 2014/2015	

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KPA 4 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)			
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
To ensure there is a performance driven institutional culture in Emalahleni by June 2016	Level of compliance with the PMS Framework, Policy and Procedures implementation	Cascading of PMS to middle management and practitioners	Full implementation of the PMS framework at senior management level		Signed accountability agreements Performance review reports	Signing of accountability agreements	Performance reviews conducted in line with the PMS framework	Performance reviews conducted in line with the PMS framework	Performance reviews conducted in line with the PMS framework

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KPA 5 - FINANCIAL VIABILITY AND MANAGEMENT									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRE D	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)			
						QUARTER 1 TARGETS	QUARTER 2	QUARTER 3 TARGETS	QUARTER 4 TARGETS
	The full implementation of 14/15 AG audit action plan	Full implementation of 14/15 AG audit action plan	14/15 AG action plan		Council resolution approving 14/15 audit action plan	Full implementation of the 14/15 audit action plan	Full implementation of the 14/15 audit action plan	Full implementation of the 14/15 audit action plan	Full implementation of the 14/15 audit action plan
		100% response to Requests for Information by AG for the 2014/2015 audit	2013/2014 RFI register		Complete RFI register	Ensure that all requests for information for 14/15 Audit are provided within specified time frame	Ensure that all requests for information for 14/15 Audit are provided within specified time frame	Prepare Audit Action Plan for the AG findings	Ensure that all requests for information for 15/16 (planning) Audit are provided within specified time frame

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRE D	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECTOR SCORE 1-5	PANEL SCORE 1-5
To increase the amount of revenue collected annually	To do data cleansing exercise in Lady Frere area	Data Cleansing	Dordrecht and Indwe data cleansing completed		Close out report	QUARTER 1 TARGETS	QUARTER 2	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
						Planning of the data cleansing project	Development of business plan for the implementation of the project	Facilitate recruitment of 10 personnel for the implementation of the project	Implementation of data cleansing project		

5. CORE COMPETENCY REQUIREMENTS FOR THE DIRECTOR: CORPORATE SERVICES:

The ratings attached to this section will impact on the final performance score and will assist in identifying areas of development for inclusion in the Personal Development Plan for addressing developmental gaps

CORE MANAGEMENT COMPETENCIES	DESCRIPTION/ DEFINITION	GENERIC STANDARD FOR FULLY EFFECTIVE PERFORMANCE	CHOICE	OBSERVATION COMMENTS	WEIGHT	RATING 1-5
1. Financial Management	Complies and manages budgets, controls cash-flow, institutes risk management and administers tender procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of strategic objectives of Council	<ul style="list-style-type: none"> • Demonstrate knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate • Manage and monitor financial risk • Continuously look for new opportunities to obtain and save funds • Prepare financial reports and guidelines based on prescribed format • Understand and weigh up financial implications of propositions • Understand, analyse and monitor financial reports • Allocate resources to established goals and objectives • Align expenditure to cash-flow projections • Ensure effective utilisation of financial resources • Prepare own budget in line with strategic objectives 	Compulsory			

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2. People Management and Empowerment	Manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve organisational goals	<ul style="list-style-type: none"> • Seek opportunities to increase personal contribution and level of responsibility • Support and respect the individuality of others and recognise the benefits of diversity of ideas and approaches • Delegate and empower others to increase their level of responsibility • Apply labour and employment legislation and regulations consistently • Facilitate team goal setting and problem solving • Recognise individuals and teams and provide developmental feedback in accordance with performance management principles • Adhere to internal and national standards with regard to HR practices • Deal with labour matters • Identify competencies required and suitable resources for specific tasks 	Compulsory			
3. Client Orientation and Customer Focus	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice	<ul style="list-style-type: none"> • Develop clear and implementable service delivery improvement programmes • Identify opportunities to exceed the expectations of customers • Design internal work processes to improve customer service • Add value to the organisation by providing exemplary customer service • Apply customer rights in own work environment 	Compulsory			

4. Change Management	Initiate, support and champion organisational transformation and change in order to successfully implement new initiatives to accelerate service delivery	<ul style="list-style-type: none"> Perform analysis to determine the impact of changes in the social, political and economic environment Consult all relevant stakeholders of the need for change Coach colleagues on how to manage change Design specific projects to enable change that are aligned to organisational objectives Volunteer to lead change efforts outside own work team 	Choice				
5. Problem Solving & Analysis	Ability to appreciate the complexity of the municipal environment where different stakeholders interact in unison for a common purpose. Capability to identify and problem and be able to provide solutions; proactive management of any problem that arises	<ul style="list-style-type: none"> Ability to understand the cultural diversity in the workplace Ability to anticipate a potential problem within the municipality Identify trouble makers and design a strategy and approach to manage such persons in the workplace Demonstrate capabilities to provide a set of solutions to a particular problem 	Choice				
CORE OCCUPATIONAL COMPETENCIES							
6. Knowledge of more than one functional municipal field or discipline	Demonstrate capabilities to understand the complexity and functionality of all Directorates in the municipality	<ul style="list-style-type: none"> Understanding public administration and management in the context of local government Integration and coordination of various functional areas 	Choice				

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PERSONAL DEVELOPMENT PLAN

NAME: PHUMLA ORIENTAL BEAUTY SOHE

EMPLOYEE NUMBER: 4048

JOB TITLE: DIRECTOR: CORPORATE SERVICES

DIRECTORATE: CORPORATE SERVICES

DATE: 1 JULY 2015

SKILLS / PERFORMANCE GAPS	EXPECTED OUTCOMES	SUGGESTED TRAINING AND/ OR DEVELOPMENT ACTIVITY	SUGGESTED MODE OF DELIVERY	SUGGESTED TIMERAMES	WORK OPPORTUNITY CREATED TO PRACTICE SKILL / DEVELOPMENT AREA	SUPPORT PERSON
PERFORMANCE MANAGEMENT	Ability to interpret and cascade PMS Framework	Formal training	1 week short course	1 week		Municipal Manager
POLICY DEVELOPMENT	To be able to develop policies in house	Formal training	1 week short course	1 week		Municipal Manager
FINANCIAL MANAGEMENT	Ability to interpret Financial information and manage financial affairs of the Dept	Formal training	Block attendance	1 year		Municipal Manager
MASTERS IN PUBLIC ADMINISTRATION			Class attendance	2 years		Municipal Manager

SIGNATURE: POB SOHE
DIRECTOR: CORPORATE SERVICES

SIGNATURE: DR SW VATALA
MUNICIPAL MANAGER

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Pob