

# **BA-PHALABORWA MUNICIPALITY**



## **DRAFT PERFORMANCE AGREEMENT**

**2016/17**

**KHATHU MPHARALALA**

**DIRECTOR: TECHNICAL SERVICES**

**PERFORMANCE AGREEMENT**

**MADE AND ENTERED INTO BY AND BETWEEN:**

**THE BA-PHALABORWA MUNICIPALITY**

**AS REPRESENTED BY THE MUNICIPAL MANAGER**

**Dr. SS SEBASHE**

(herein and after referred to as the Employer)

**AND**

**DIRECTOR: TECHNICAL SERVICES**

**KHATHU MPHARALALA**

(herein and after referred to as the Employee)

**FOR THE**

**FINANCIAL YEAR:**

**01 JULY 2016– 30 JUNE 2017**

## 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 (4A), 57 (4B) and 57 (5) of the Systems Act;

1.5 In this Agreement, the following terms will have the meaning ascribed thereto:

1.5.1 "this Agreement" – means the performance Agreement between the Employer and the Employee and the Annexures thereto;

1.5.2 "the Executive Committee" – means the Executive Committee of council constituted in terms of the Structures Act (Local Government: Municipal Structures Act 117 of 1998) as represented by its chairperson, the Mayor;

1.5.3 "the Employee" means the **Director: Technical Services** appointed in terms of Section 56 of the Systems Act;

1.5.4 "the Employer" = means Ba-Phalaborwa Municipality; and

1.5.5 "the parties" means the Employer and the Employee.

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## 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to:

- 2.1 Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 Specify objectives in terms of the key performance indicators and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement;
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 In the event of outstanding performance, to appropriately reward the employee;
- 2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

## 3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on **01 July 2016** and will remain in force until **30 June 2017** 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 conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31<sup>st</sup> of 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 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 revised

#### 4. PERFORMANCE OBJECTIVES

##### 4.1 The Performance Plan (Annexure A) sets out-

- 4.1.1 The performance objectives, key performance indicators 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; and.
- 4.1.3 The core competency requirements (Annexure C – definitions) as the management skills regarded as critical to the position held by the Employee

##### 4.2 The performance objectives, key performance indicators 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:

- 4.2.1 key objectives that describe the main tasks that need to be done;
- 4.2.2 key performance indicators that provide the 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 time frame 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 B) 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 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;
- 5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Operational Performance (in the form of key performance indicators (KPIs) under specific Key Performance Areas (KPAs)) and Core Competency Requirements (CCRs), both of which shall be contained in the Performance Agreement.
- 5.5.1 The Employee must 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 will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The Employee's assessment will be based on his / her performance in terms of the key performance indicator outputs / outcomes identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

KPA No.	Key Performance Areas	100%
1	Municipal Institutional Development and Transformation	10%
2	Basic Service Delivery	60%
3	Local Economic Development (LED)	5%
4	Municipal Financial Viability and Management	5%
5	Good Governance and Public Participation	20%
		<b>Converted to 80%</b>

5.7 Manager's responsibilities are also directed in terms of the abovementioned key performance areas. In the case of managers directly accountable to the Municipal Manager, other key performance areas related to the functional area of the relevant manager can be added subject to negotiation between the municipal manager and the relevant manager

5.8 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 should be selected (v) from the list below as agreed to between the Employer and Employee. Three of the CCRs are compulsory for Municipal Managers:

CORE MANAGERIAL COMPETENCIES <sup>1</sup>	v <sup>2</sup>	WEIGHTING %	LEVEL <sup>3</sup>
Strategic Capability and Leadership		10	
Programme and Project Management		10	
Financial Management	v	5	
Change Management		5	
Knowledge Management		15	
Service Delivery Innovation		25	
Problem Solving and Analysis		15	
People Management and Empowerment	v	10	
Client Orientation and Customer Focus	v	25	
Communication		15	
Accountability and Ethical Conduct		10	
<b>TOTAL PERCENTAGE</b>		<b>100%</b>	
			<b>Converted to 20%</b>

<sup>1</sup>As published and defined within the Draft Competency Guidelines,  
Government Gazette 23, March 2007

<sup>2</sup>V Compulsory for municipal manager

<sup>3</sup>Proficiency level (1, 2 or 3) as stipulated in the Draft Competency  
Guidelines, Government Gazette 23, March 2007

## 6. PERFORMANCE ASSESSMENT

6.1 The Performance Plan (Annexure A) to this Agreement sets out:

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

6.1.2 The intervals for the evaluation of the Employee's performance;

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

6.3 Personal growth and development needs 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 time frames;

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

6.5 The Annual performance appraisal will involve:

6.5.1 Assessment of the achievement of results as outlined in the Performance Plan

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

(b) Values are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1-5 point scale automatically. These scores are carried over to the applicable employee's



performance plan. During assessment, the employee has a chance to submit evidence of performance where a disagreement

- (c) The Employee will submit his self-evaluation to the Employer prior to the formal assessment; and
- (d) An overall score will be calculated based on the total of the individual scores calculated above.

6.5.2 Assessment of the CCRs:

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met
- (b) An indicative rating on the five-point scale should be provided for each CCR
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score
- (d) An overall score will be calculated based on the total of the individual scores calculated above.

6.5.3 Overall rating

- (a) An overall rating is calculated by adding the overall scores as calculated in 6.5.1 (d) and 6.5.2 (d) above; and
- (b) Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPIs and CCRs:

Level	% score	Terminology	Description
5	167	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	133 – 166	Performance significantly above	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the

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Level	% score	Terminology	Description
		Expectations	Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved al others throughout the year.
3	100 – 132	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	67 – 99	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 performances criteria and indicators as specified in the PA and Performance Plan.
1	0 - 66	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.

6.7 For purpose 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:

6.7.1 Municipal Manager

6.7.2 Chairperson of the Performance Audit Committee (PAC) or the Audit Committee (AC) in the absence of a performance audit committee

6.7.3 The Portfolio Councillor as Chairperson and a member of the executive committee (Exco);

6.7.4 A Municipal Manager from another municipality; and

6.7.5 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels.

**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 reviews in the first and third quarter may be verbal if performance is satisfactory:

Quarter	Review Period	Review to be completed by
1	July – September 2016	October 2016
2	October – December 2016	February 2017
3	January – March 2017	April 2017
4	April – June 2017	August 2017

- 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 will be entitled to review and make reasonable changes to the provisions of Annexure “A” from time to time for operational reasons. The Employee will 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 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 B. 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 change 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;

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- 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 / 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 him/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 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
  - 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 will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of 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% is awarded a performance bonus ranging from 5% to 9%; and
  - 11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
- 11.3 In the case of unacceptable performance, the Employer shall:

11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance;

11.3.2 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 his or her duties.

## 12. DISPUTE RESOLUTION

12.1 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 3 (three) business days, meet with the Employer with a view to resolving the issue. The employer will record the outcome of the meeting in writing;

12.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and

12.3 In the event that the mediation process contemplated above fails, the relevant clause 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/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments; and

13.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant 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 PHALABORWA on this the 25 day of August, 2016

AS WITNESSES:

1. \_\_\_\_\_

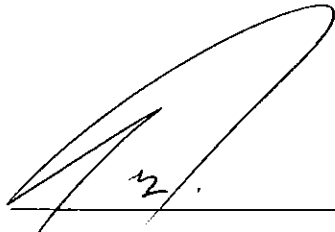
  
\_\_\_\_\_  
**DIRECTOR: TECHNICAL SERVICES**

2. \_\_\_\_\_

Thus done and signed at PHALMISTON on this the 25 day of JULY 2016

**AS WITNESSES:**

1. \_\_\_\_\_

  
\_\_\_\_\_  
**MUNICIPAL MANAGER**

2. \_\_\_\_\_

# Annexure A

## PERFORMANCE PLAN

ENTERED INTO BY AND BETWEEN:

**BAPHALABORWA MUNICIPALITY**

AS REPRESENTED BY THE MUNICIPAL MANAGER

Dr. SS SEBASHE

["the Employer"]

AND

**KHATHU MPHARALALA**

DIRECTOR TECHNICAL SERVICES

["the Employee"]

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## TECHNICAL SERVICES

### TECHNICAL SERVICES SCORECARD 2016 - 2017

**VISION :** " Provision of quality services for community well-being and tourism development"

**MISSION:** "To provide quality infrastructure and affordable services, promote sustainable economic growth, financial viability, sound administration and accountable governance".

**VALUES:** Efficiency and effectiveness; Accountability; Innovation and creativity; Professionalism and hospitality; Transparency and fairness; Continuous learning; and Conservation conscious.

**FUNCTIONAL AREA:** TECHNICAL SERVICES

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# KPA 1: SPATIAL RATIONALE

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KPA 2: Basic Service Delivery												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Evidence Required
								1 <sup>st</sup> Quarter (1 Jul - 30 Sept 16)	2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 16)	3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 17)	4 <sup>th</sup> Quarter (1 Apr - 30 Jun 17)	
<b>2.1 Water Services</b>												
2.1.1	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of application for water connection	Director Technical Services	60	60	Opex	15	30	45	60	Application form
2.1.2	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of water connected within 15 days	Director Technical Services	60	60	Opex	15	30	45	60	Job card
2.1.3	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of wards attended for leak dictator per quarter (Reduction of water losses)	Director Technical Services	18	18	Opex	4	9	13	18	report
2.1.4	Technical Infrastructure	Provision of sustainable Integrate infrastructure and services	Number of old water meter relocated to outside the yard (Replacement of water meter)	Director Technical Services	350	350	Opex	88	176	264	350	Report
2.1.5	Technical infrastructure	Provision of sustainable Integrate infrastructure	Number of samples taken from water distribution to	Director Technical Services	12	12	Opex	3	6	9	12	report

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KPA 2: Basic Service Delivery

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Evidence Required	
								1 <sup>st</sup> Quarter (1 Jul - 30 Sept 16)	2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 16)	3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 17)	4 <sup>th</sup> Quarter (1 Apr - 30 Jun 17)		
		and services	laboratory for testing. (Improving water quality to Blue Drop Compliance)										
2.1.6	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of samples taken from boreholes to laboratory for testing.	Director Technical Services	15	15	Opex	4	8	12	15	report	
2.1.7	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of Reviewed water maintenance plan	Director Technical Services	1	1	Opex	n/a	n/a	n/a	1	Reviewed maintenance plan	
2.1.8	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of Local Water Forum meeting attended	Director Technical Services	1	2	Opex	-	1	-	2	Minutes of the meeting, attendance register	
2.1.9	Technical infrastructure	Provision of sustainable integrated infrastructure and services	Number of HH with access to basic water supply by 30/06/17	Director Technical Services	37468	41115	Opex						
<b>2.2 Electricity</b>													
2.2.2	Technical infrastructure	Provision of sustainable integrated	Number of HH with access to electricity by	Director Technical Services	41021	41721						Reporting indicator	Project completion report

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KPA 2: Basic Service Delivery

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Evidence Required
								1 <sup>st</sup> Quarter (1 Jul - 30 Sept 16)	2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 16)	3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 17)	4 <sup>th</sup> Quarter (1 Apr - 30 Jun 17)	
		Infrastructure and services	30/06/17									
2.2.3	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Expenditure on electricity capital funding spent	Director Technical Services	R19,8m	R11,6m	R11,6m	R2,5m	R2,5m	R5,5m	R11,6m	Payment certificates and Expenditure report
2.2.4	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of Reviewed of electricity maintenance plan by 30/06/2017	Director Technical Services	1	1	Opex	n/a	n/a	1	n/a	Reviewed maintenance plan
2.2.5	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of assessment per semester of electricity infrastructure in all municipal building	Director Technical Services	2	2	Opex	n/a	n/a	n/a	2	Assessment Report
2.2.6	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of planned cleaning and inspections	Director Technical Services	6	6	Opex	2	3	5	6	Inspection Report
2.2.7	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of Local Energy Forum meeting attended	Director Technical Services	11	6	Opex	2	3	4	6	Minutes of the meeting, attendance register

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KPA 2: Basic Service Delivery

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Evidence Required
								1 <sup>st</sup> Quarter (1 Jul - 30 Sept 16)	2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 16)	3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 17)	4 <sup>th</sup> Quarter (1 Apr - 30 Jun 17)	
2.2.8	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of meeting attended	Director Technical Services	11	6	Opex	2	3	4	6	Minutes of the meeting
<b>2.3 Fitting &amp; Mechanical</b>												
2.3.1	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of Inspection conducted of Mechanical infrastructure at Luilekani, Namakgale & Phalaborwa Purification plants	Director Technical Services	4	4	Opex	1	2	3	4	Assessment Report
2.3.2	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of assessment conducted on the condition of sewer pump station	Director Technical Services	12	12	Opex	3	6	9	12	Monthly Report
<b>2.4 Roads &amp; Storm Water</b>												
2.4.1	Technical infrastructure	Provision of sustainable integrated infrastructure and services	Number of km of gravel roads upgraded to tar by 30/06/17	Director Technical Services	4.5km	5km	R19,7m	1.4km	2,4km	3,8km	5 km	Projects completion reports, payment certificates

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KPA 2: Basic Service Delivery												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Evidence Required
								1 <sup>st</sup> Quarter (1 Jul - 30 Sept 16)	2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 16)	3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 17)	4 <sup>th</sup> Quarter (1 Apr - 30 Jun 17)	
2.4.2	Technical infrastructure	Provision of sustainable integrated infrastructure and services	Number of km of tarred roads rehabilitated at Phalaborwa town by 30/06/17	Director Technical Services	0	1km	R3m	n/a	0.5km	1km	n/a	Projects completion reports
2.4.3	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	R-value and % of roads capital funding spent	Director Technical Services	R21,4m	R23,9m	R23,9m	R4m	R12m	R18m	R23,9m	Payment Certificates and expenditure report
2.4.4	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of reviewed Roads and storm water maintenance programme	Director Technical Services	2	2	Opex	n/a	1	n/a	2	Reviewed Maintenance programme
2.4.5	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of Monthly Report on implementation of the roads and storm water maintenance	Director Technical Services		12	Opex	3	6	9	12	Monthly reports
2.4.6	Technical infrastructure	Provision of sustainable Integrate infrastructure	Number Total m <sup>2</sup> of road patched	Director Technical Services	1 000 m <sup>2</sup>	1 000 m <sup>2</sup>	Opex	250 m <sup>2</sup>	500 m <sup>2</sup>	750 m <sup>2</sup>	1000 m <sup>2</sup>	

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KPA 2: Basic Service Delivery													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Evidence Required	
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		and services											
2.4.7	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of km of gravel roads graded	Director Technical Services	500	500	Opex	100	200	350	500		
2.4.8	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of barrel of culvert (storm water cleaned)	Director Technical Services	12	12	Opex	3	6	9	12	Reports	
2.4.9.	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of Road maintenance forum attended	Director Technical Services	11	9	Opex	2	4	6	9	Minutes of the meeting	
2.4.10	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of Road and Transport forum attended	Director Technical Services	-	4	Opex	1	2	3	4	Minutes of the meeting, attendance register	
<b>2.5 Implementation of MIG Projects</b>													
2.5.1	Economic	Promotion of local economy	Number of Projects implemented EPWP way(Ben-	Director Technical Services	6	9	Opex	4	9	n/a	n/a	EPWP Report	

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KPA 2: Basic Service Delivery													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Evidence Required	
								1 <sup>st</sup> Quarter (1 Jul - 30 Sept 16)	2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 16)	3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 17)	4 <sup>th</sup> Quarter (1 Apr - 30 Jun 17)		
			farm str, Mashishimale Sport complex, Topville to Score, Selwane Sports complex, Tambo Phs 1, Tambo Phs 2, Foskor Str, Tshelang Gape, Energy Saving Highmast)										
2.5.2	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of MIG district meeting attended	Director Technical Services	12	9	Opex	2	4	6	9	Minutes, attendance register	
2.5.3	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of MIG Provincial meeting attended	Director Technical Services	4	4	Opex	1	2	3	4	Minutes, attendance register	
2.5.4	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of MIG reports compiled and submitted	Director Technical Services	12	12	Opex	3	6	9	12	Report	
2.5.5	Technical infrastructure	Provision of sustainable integrate	R-value of capital budget spent (MIG)	Director Technical Services	-	29 460 000	MIG	8m	16m	24m	29 460 000	Expenditure report	

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KPA 2: Basic Service Delivery

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Evidence Required
								1 <sup>st</sup> Quarter (1 Jul - 30 Sept 16)	2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 16)	3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 17)	4 <sup>th</sup> Quarter (1 Apr - 30 Jun 17)	
		infrastructure and services										
<b>2.6 Sanitation</b>												
2.6.1	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of reviewed of sanitation maintenance plan	Director Technical Services	2	2	Opex	n/a	1	n/a	2	Reviewed maintenance plan
2.6.2	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of sample taken and delivered to an approved laboratory (Waste water Management )	Director Technical Services	-	24	Opex	6	12	18	24	Report
2.6.3	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of Sewer blockage attended to within 24 hours of reporting	Director Technical Services	1100	1200	Opex	300	600	900	1200	Inspection sheet
2.6.4	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of HH with access to sanitation service	Director Technical Services	37468	41116	opex					Reporting Indicator
<b>2.7 Municipal Buildings and Other Facilities</b>												

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KPA 2: Basic Service Delivery												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Evidence Required
								1 <sup>st</sup> Quarter (1 Jul - 30 Sept 16)	2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 16)	3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 17)	4 <sup>th</sup> Quarter (1 Apr - 30 Jun 17)	
2.7.1	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of approved maintenance schedules of municipal buildings	Director Technical Services	-	2	Opex	n/a	1	n/a	2	Maintenance Report
2.7.2	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Total square meters to be attended for fixing of ceiling, wall, painting and floor tiles for Municipal buildings (Town halls and offices)	Director Technical Services	400 M <sup>2</sup>	400 M <sup>2</sup>	Opex	100M <sup>2</sup>	200M <sup>2</sup>	300M <sup>2</sup>	400M <sup>2</sup>	
2.7.3	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of replacement of stolen manholes	Director Technical Services	106	110	Opex	20	50	75	110	Report

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**KPA 3:**  
**MUNICIPAL FINANCIAL VIABILITY AND  
MANAGEMENT**

R S

KPA 3: Municipal Financial Viability and Management												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Evidence Required
								1 <sup>st</sup> Quarter (1 Jul - 30 Sept 16)	2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 16)	3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 17)	4 <sup>th</sup> Quarter (1 Apr - 30 Jun 17)	
<b>3.1 Financial Management</b>												
3.1.1	Governance and administration	Improve financial viability	R-value and % of Budget spent	Director Technical Services	100%	100%		25%	50%	75%	100%	Financial report
<b>3.3 Financial Management</b>												
3.3.2	Good governance and administration	Advance good corporate governance	Number of approved departmental adjustments budget	Director Technical Services	1	1		n/a	n/a	1	n/a	Approved Adjustment budget document; council resolution

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**KPA 4:**  
**LOCAL ECONOMIC DEVELOPMENT**

K 4

KPA 4: Local Economic Development												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (31/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Evidence Required
								1 <sup>st</sup> Quarter (1 Jul - 30 Sept 16)	2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 16)	3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 17)	4 <sup>th</sup> Quarter (1 Apr - 30 Jun 17)	
4.1 Job Creation	Economic	Develop tourism and grow the economy	Number of jobs created through capital projects by 30/06/2016 (Temporary jobs)	Director Technical Services	235	155	R2.m	50	130	155	n/a	ID Numbers of people appointed and Payroll Reports
4.2.1												

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**KPA: 5**

**MUNICIPAL TRANSFORMATION &  
INSTITUTIONAL DEVELOPMENT**

KPA 5: Municipal Transformation and Institutional Development 10%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Evidence Required
								1 <sup>st</sup> Quarter (1 Jul - 30 Sept 16)	2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 16)	3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 17)	4 <sup>th</sup> Quarter (1 Apr - 30 Jun 17)	
<b>5.1 Organisational Design &amp; Human Resource</b>												
5.1.1	Good governance and administration	Attract, develop and retain best human capital	Number of Reviewed Departmental Organizational structure by 30/06/17	Director Technical	1	1	Opex	n/a	1	n/a	n/a	Council resolution on Reviewed organizational structure with dates
5.1.1.2	Good governance and administration	Attract, develop and retain best human capital	Submission of attendance registers by the 1 <sup>st</sup> of each month	Director Technical	12	By the 1 <sup>st</sup> of each month	Opex	By the 1 <sup>st</sup> of each month	By the 1 <sup>st</sup> of each month	By the 1 <sup>st</sup> of each month	By the 1 <sup>st</sup> of each month	Dated proof of submission
5.1.3	Good governance and administration	Attract, develop and retain best human capital	Submission of leave forms within 3 days of application	Director Technical	Within 3 days of submission	Within 3 days of submission	Opex	Within 3 days of submission	Within 3 days of submission	Within 3 days of submission	Within 3 days of submission	Dated proof of submission
5.1.4	Good governance and administration	Attract, develop and retain best human capital	Submission of overtime before 10 <sup>th</sup> of each month	Director Technical	Before the 10 <sup>th</sup> of each month	Before the 10 <sup>th</sup> of each month	Opex	Before the 10 <sup>th</sup> of each month	Before the 10 <sup>th</sup> of each month	Before the 10 <sup>th</sup> of each month	Before the 10 <sup>th</sup> of each month	Dated proof of submission
5.1.5	Good governance and administration	Attract, develop and retain best human capital	Number of Departmental Safety meetings held	Director Technical	11	11	Opex	3	5	8	11	Agenda, safety minutes, attendance register
5.1.6	Good governance and administration	Attract, develop and retain best human capital	Submission of safety findings addressed by the 20 <sup>th</sup> of each month	Director Technical	-	By the 20 <sup>th</sup> of each month	Opex	By the 20 <sup>th</sup> of each month	By the 20 <sup>th</sup> of each month	By the 20 <sup>th</sup> of each month	By the 20 <sup>th</sup> of each month	Dated proof of submission
<b>5.3 Skills Development</b>												
5.3.1	Good	Attract, develop	Number of	Director	1	1	Opex	n/a	1	n/a	n/a	

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KPA 5: Municipal Transformation and Institutional Development 10%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Evidence Required	
								1 <sup>st</sup> Quarter (1 Jul - 30 Sept 16)	2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 16)	3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 17)	4 <sup>th</sup> Quarter (1 Apr - 30 Jun 17)		
	governance and administration	and retain best human capital	Reviewed and submitted departmental Skills Development Plan by 30/06/17	Technical									WSP & proof of submission to LG SETA
<b>5.5 Performance Management System</b>													
5.5.1	Good governance and administration	Good corporate governance and public participation	Number of scheduled senior management meetings held by 30/06/17	Director Technical	11	11	Opex	3	5	8	11		Minutes, attendance register
5.5.2	Good governance and administration	Good corporate governance and public participation	Number of scheduled departmental meetings held by 30/06/16	Director Technical	11	11	Opex	3	5	8	11		Minutes for senior management meetings
5.5.3	Good governance and administration	Good corporate governance and public participation	Number of scheduled portfolio committee meetings attended by 30/06/17	Director Technical	11	11	Opex	3	2	3	3		Portfolio committee minutes
5.5.4	Good governance and administration	Good corporate governance and public participation	Number Signed of performance agreements for all s57 Manager	Director Technical	1	1	Opex	1	n/a	n/a	n/a		Copies of signed Performance Agreements & submission letters to CoGHSTA.
5.5.5	Good governance and administration	Good corporate governance and public participation	Number of Signed performance agreements Level 3-5	Director Technical	1	1	Opex	1	n/a	n/a	n/a		Copies of signed Performance Agreements & submission letters to CoGHSTA.
5.5.6	Good	Good corporate	Number of	Director	2	2	Opex	n/a	1	n/a	2		Assessment

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KPA 5: Municipal Transformation and Institutional Development 10%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Evidence Required
								1 <sup>st</sup> Quarter (1 Jul - 30 Sept 16)	2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 16)	3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 17)	4 <sup>th</sup> Quarter (1 Apr - 30 Jun 17)	
	governance and administration	governance and public participation	Individual performance assessments for post level 3-5 managers to review performance for mid-year & annual	Technical								report

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**KPA 6:**  
**GOOD GOVERNANCE & PUBLIC  
PARTICIPATION**

KPA 6: Good Governance and Public Participation 25%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Evidence Required
								1 <sup>st</sup> Quarter (1 Jul - 30 Sept 16)	2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 16)	3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 17)	4 <sup>th</sup> Quarter (1 Apr - 30 Jun 17)	
<b>6.1 Council and Executive Management</b>												
6.1.1	Good governance and administrative	Advance good corporate governance	Number of scheduled Council meetings attended by 30/06/2017	Director Technical Services	7	7	Opex	2	3	5	7	Minutes, attendance register
6.1.2	Good governance and administrative	Advance good corporate governance	Number of scheduled EXCO meetings attended by 30/06/2017	Director Technical Services	11	11	Opex	3	5	8	11	Minutes of EXCO meetings, attendance register
6.1.2	Good governance and administrative	Advance good corporate governance	Number of resolution register implemented	Director Technical Services	6	6	Opex	2	3	5	6	Proof of submission
6.1.2. B	Good governance and administrative	Advance good corporate governance	Deadline for submission of items/reports for Senior management /Exco/Council	Director Technical Services	-	9 days prior to the meeting	Opex	9 days prior to the meeting	9 days prior to the meeting	9 days prior to the meeting	9 days prior to the meeting	Dated proof of submission
<b>6.2 Public Participation and Ward Committees</b>												
6.2.1	Good governance and administrative	Enhance stakeholder involvement	Number of IDP Rep Forum meetings attended by	Director Technical	6	6	Opex	2	0	4	6	Attendance registers, agendas, invitations

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KPA 6: Good Governance and Public Participation 25%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Evidence Required	
								1 <sup>st</sup> Quarter (1 Jul - 30 Sept 16)	2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 16)	3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 17)	4 <sup>th</sup> Quarter (1 Apr - 30 Jun 17)		
	n		30/06/2017	Services									
6.2.1 a	Good governance and administrative	Enhance stakeholder involvement	Number of IDP Steering Committee meetings attended by 30/06/2017	Director Technical Services	6	6	Opex	2	0	4	6		Attendance registers, agendas, invitations
6.2.1 b	Good governance and administrative	Enhance stakeholder involvement	Number of IDP Technical Committee meeting attended by 30/06/2017	Director Technical Services	6	6	Opex	2	0	4	6		Attendance registers, agendas, invitations
6.2.1 c	Good governance and administrative	Enhance stakeholder management	Number of Mayoral imbizos attended	Director Technical Services	4	4	Opex	1	2	3	4		Attendance register, imbizo report
6.2.1 d	Good governance and administrative	Enhance stakeholder management	Deadline of submission of responses to batho pele report within 7 days of issue to Office of the MM	Director Technical Services	Within 7 days of issue of Batho Pele Report	Within 7 days of issue of Batho Pele Report	Opex	Within 7 days of issue of Batho Pele Report	Within 7 days of issue of Batho Pele Report	Within 7 days of issue of Batho Pele Report	Within 7 days of issue of Batho Pele Report		Dated proof of submission and memorandum for submission to office of the MM
<b>6.3 Corporate Governance</b>													
6.3.1	Good governance and administrative	Advance good corporate governance	Number of Local Labour Forum meetings held by 30/06/2017	Director Technical Services	11	11	Opex	3	5	8	11		Agenda, Minutes of LLF and attendance register

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KPA 6: Good Governance and Public Participation 25%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Evidence Required
								1 <sup>st</sup> Quarter (1 Jul - 30 Sept 16)	2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 16)	3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 17)	4 <sup>th</sup> Quarter (1 Apr - 30 Jun 17)	
<b>6.4 Internal Audit</b>												
6.4.1	Good governance and administrative	Advance good corporate governance	Number of Audit Committee meetings held	Director Technical Services	7	7	Opex	2	4	5	7	Minutes, attendance register
6.4.2	Good governance and administrative	Advance good corporate governance	% implementation of Internal Audit Plan by 30/06/17	Director Technical Services	100%	100%	Opex	20%	50%	75%	100%	Audit committee report to council
6.4.3	Good governance and administrative	Advance good corporate governance	% implementation of Internal Audit Action Plan by 30/06/17	Director Technical Services	50%	100%	Opex	50%	75%	90%	75%	Internal Audit Follow-up report
6.4.4	Good governance and administrative	Advance good corporate governance	Number of POEs files submitted for quarterly performance audits to Internal Audit	Director Technical Services	4	4	Opex	1	2	3	4	Dated proof of submission to Internal Audit.
6.4.5	Good governance and administrative	Good corporate governance and public participation	% of audit queries addressed (2014/15 Audit Report)	Director Technical Services	75%	100%	Opex	100%	100%	n/a	n/a	Audited AG Action Plan
6.4.6	Good governance and administrative	Good corporate governance and public participation	% of audit queries addressed (2015/16 Audit Report)	Director Technical Services	75%	80%	Opex	n/a	n/a	50%	80%	Audited AG Action Plan

KPA 6: Good Governance and Public Participation 25%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/16)	Annual Target 30/06/17	Budget	2016/17 Quarterly Projections				Evidence Required
								1 <sup>st</sup> Quarter (1 Jul - 30 Sept 16)	2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 16)	3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 17)	4 <sup>th</sup> Quarter (1 Apr - 30 Jun 17)	
6.4.7	Good governance and administrative	Advance good corporate governance	Number of 2015/16 AFS and Annual report submitted to AG by 31/08/16	Director Technical Services	1	1	Opex	1	n/a	n/a	n/a	Submission letter and copy of final AFS
<b>6.7 Risk Management &amp; Security management</b>												
6.7.1	Governance and Administrative	Advance good corporate governance	Number of departmental Risk register implemented	Director Technical Services	11	11	Opex	3	5	8	11	Departmental Security Risk reports
6.7.2	Good governance and administrative	Advance good corporate governance	Number of risk committee meetings held by 30/06/17	Director Technical Services	4	4	Opex	1	2	3	4	Minutes, attendance registers
<b>6.9 Communications</b>												
6.9.1	Good governance and administrative	Advance good corporate governance	% Submission of information for publishing on the website as according to legislation checklist	Director Technical Services	-	100%	Opex	100%	100%	100%	100%	Dated proof of submission to Communications Unit and legislation checklist

# CAPITAL WORKS PLAN



## Summary of Capital Projects per Responsible Manager by Vote

Vote No.	Responsible Manager	Project Name	Total Capital Budget (R'000)	Planned Start Date	Planned Completion Date	Word No.	Quarterly Outputs 2016/17				Evidence required
							1 <sup>st</sup> Quarter 01 Jul - 30 Sept 2016	2 <sup>nd</sup> Quarter 01 Oct - 31 Dec 2016	3 <sup>rd</sup> Quarter 01 Jan - 31 Mar 2017	4 <sup>th</sup> Quarter 01 Apr - 30 Jun 2017	
<b>Electricity</b>											
	Director Technical	Installation of remote controlled metering and switchgear to enable fast location of faults and proper management of the Electrical networks	R2	01/07/16	30/06/17	11 & 12	R500	R1m	R1.5m	R2m	Progress report, Payment certificate and completion report
	Director Technical	Upgrade of single phase to three phase in Ext 1	R3m	01/07/16	30/06/17	11 & 12	R500	R1.5m	R2m	R3m	Bid Committees minutes and registers, advertisements, Progress reports and Completion report and Completion Certificate
	Director Technical	Installation of High Mast lights	R1.6m	01/07/16	30/06/17	All Wards	R1m	R1.6m	R0	R0	Bid Committees minutes and registers, advertisements, Progress reports and Completion report and Completion Certificate
	Director Technical	Upgrading of Selati Substation	R3m	01/07/16	30/06/17	All Wards	R1.5m	R2m	R3m	R0	Bid Committees minutes and registers, advertisements, Progress reports and Completion report and

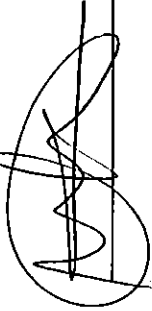
																Completion Certificate
<b>Roads and storm water</b>																
	Director Technical	Rehabilitation of street in Phalaborwa, Namakgale and Phalaborwa	R3m	01/07/16	30/06/17		R500	R1,5m	R2	R3m						Progress reports and Completion report and Completion Certificate
<b>MIG</b>																
	Director Technical	Upgrading of Benfarm street	R4m	01/07/16	30/06/17	17	R500	R1,5m	R2m	R4m						Progress report and Payment certificate and completion certificates
	Director Technical	Mashishimale sport complex	R3,8m	01/07/16	30/06/17	8, 9 & 10	R1,5	R2m	R2,5m	R3,8						Progress report and Payment certificate and completion certificates

	Director Technical	Upgrade of gravel road to pave Topville to score	R4m	01/07/16	30/06/17	06&7	R500	R1m	R1m	R2m	R4m	Progress reports and Completion report and Completion Certificate
	Director Technical	Selwane sport complex	R3,6m	01/07/16	30/06/17	18	R1m	R1,5m	R2m	R3,6m	Progress reports and Completion report and Completion Certificate	
	Director Technical	Upgrading of gravel to tar Tambo upgrading of street phase 2	R4m	01/07/16	30/06/17	13	R1m	R2m	R3m	R4m	Preliminary design report and detailed design report	
	Director Technical	Upgrading of internal street at FOSKOR	R3,2m	01/07/16	30/06/17		R1m	R2m	R3,2m	R0	Preliminary design report and detailed design report	
	Director Technical	Upgrading of gravel to tar Tambo upgrading of street phase 1	R0,860 m	01/07/16	30/06/17	13	R500	R0	R0	R860	Bid Committees minutes and registers, advertisements. Progress reports and Completion report and Completion Certificate	
	Director Technical	Tshelang Gape to R71 upgrading	R4m	01/07/16	30/06/17	1&4	R1m	R1,5m	R2m	R4m	Bid Committees minutes and registers, advertisements. Progress reports and Completion report and Completion Certificate	
	Director Technical	Installation of energy saving High Mast lights	R2m	01/07/16	30/06/17	All Wards	R500m	R1,5m	R2m	R0	Bid Committees minutes and registers, advertisements. Progress reports and Completion report and	

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																				Completion Certificate
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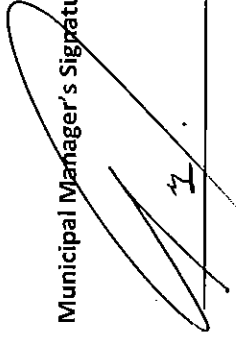
Employee's Signature:



Date:

25/07/2016

Municipal Manager's Signature:



Date:

25/07/2016

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STRATEGIC RISK FOR DIRECTOR TECHNICAL SERVICES

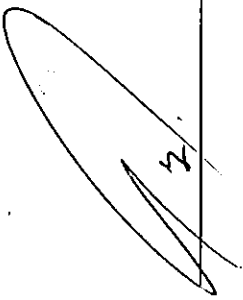
Link To Objective	Risk Category	Risk Description	Background To The Risk	IRE	Current Controls	RRE	Actions To Improve Management Of The Risk	Action Owner	Time Scale
Provision of sustainable integrated infrastructure and services	Service delivery	Inability to provide water and sanitation services.	1. Ageing infrastructure.	25	1. SLA recently signed with MDM.	20	1. The implementation SLA	Chief Financial Officer & Director: Technical Services	Continuous
			2. Poor maintenance of infrastructure.		2. Maintenance plan in place.		2. Continuous quarterly water meeting with Lepelle and MDM		
Provision of sustainable integrated infrastructure and services	Service delivery	Inability to provide electricity services.	3. Lack of upgrading of the bulk water supply.	25	3. BPM doing interim and responsive maintenance.	22.5	1. Implementation of the maintenance plan.	Director Technical Services	Continuous
			4. Non implementation of the maintenance plan by Mopani District		4. Quarterly Water Committee forum with Lepelle and MDM				
Provision of sustainable integrated infrastructure and services	Service delivery	Inability to provide electricity services.	1. Poor maintenance of electricity infrastructure.	25	a) Electricity maintenance plan in place.	22.5	1. Implementation of the maintenance plan.	Director Technical Services	Continuous
			2. Lack of upgrading of electricity infrastructure		B) Master plan in place				

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Link To Objective	Risk Category	Risk Description	Background To The Risk	IRE	Current Controls	RRE	Actions To Improve Management Of The Risk	Action Owner	Time Scale
Provision of sustainable integrated infrastructure and services	Service delivery	Ageing infrastructure	<p>3. Non implementation of the electricity master plan due to lack of funds</p> <p>1. Inadequate implementation of the maintenance plan (roads and building) due to lack of funds.  2. Insufficient funds  3. Lack of building infrastructure master plan  4. Lack of storm water master plan.</p>	25	implementation of the roads master plan	16.25	<p>1. Prioritization of repairs and maintenance budget</p> <p>2. Implementation of master plan (roads and electricity)</p>	<p>Director Technical Services</p> <p>Director: Technical Services</p>	<p>Continuous</p> <p>Continuous</p>

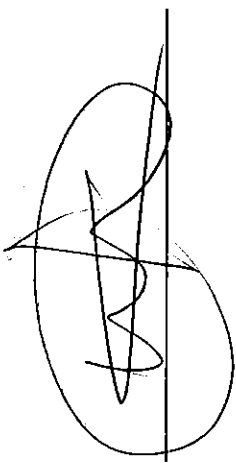
Employee's Signature:

Municipal Manager's Signature: *K S*



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Date: 25/07/2015



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Date: 25/07/2016



**PERSONAL DEVELOPMENT PLAN  
(PDP)**

ENTERED INTO BY AND BETWEEN:

**BAPHALABORWA MUNICIPALITY**

AS REPRESENTED BY THE MUNICIPAL MANAGER

Dr. SS SEBASHE

["the Employer"]

AND

**KHATHU MPHARALALA**

DIRECTOR TECHNICAL SERVICES

["the Employee"]

**1. INTRODUCTION**

The aim of the Personal Development Plan (PDP) is to ensure that Employees are skilled to meet objectives as set out in the Performance Agreement as prescribed by legislation. Successful career-path planning ensures competent employees of current and possible future positions. It therefore identifies, prioritises and implements training needs.

Legislative needs taken into account from the Municipal Systems Act Guidelines, generic senior management competency framework and occupational competency profiles, Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also to be taken into consideration during the PDP process.

**2. COMPETENCE MODELLING**

The Department of CoGTA has decided that a competency development model will consist of both managerial and occupational competencies:

Managerial competencies should express those competencies which are generic for all management positions

Occupational competence refers to competencies which are job/function specific.

**3. COMPILING THE PERSONAL DEVELOPMENT PLAN**

A manager, in consultation with his/her subordinate is to compile a Personal Development Plan. The PDP has 7 columns that need to be completed. An example is attached.

**Column 1: Skills/Performance GAP**

1. Skills/Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
E.g. 1. Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him/her, appraise them against set criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard]	External provider, in line with identified unit standard and not exceeding R6 000	March 200...	Appraisal of managers reporting to him/her	Senior Manager: Training/HR

(a) The identified training needs should be entered into column one. The following should be taken into consideration:

Organisational Needs:

Strategic development priorities and competency requirements, in line with the Municipality's strategic objectives.

The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps. Specific competency gaps as identified during the probation period and performance appraisal of the employee.

Individual training needs that are job / career related:

Prioritisation of the training needs [1 to ...] in column 1 should also be determined since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritised for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

**Column 2: Outcomes Expected**

1. Skills/Performance Gap (In order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
E.g. 1. Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him/her, appraise them against set criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard]	External provider, in line with identified unit standard and not exceeding R6 000	March 200...	Appraisal of managers reporting to him/her	Senior Manager: Training/HR

Consideration must be given to the outcomes expected in column 2 so that once the intervention is completed the impact it had can be measured against relevant output indicators.

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**Column 3: Suggested Training**

1. Skills/Performance Gap (in order of priority)	2. Outcomes Expected (measurable Indicators: quantity, quality and time frames)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
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Training needs must be identified with due regard to cost effectiveness and listed in column 3.

**Column 4: Suggested Mode of Delivery**

1. Skills/Performance Gap (in order of priority)	2. Outcomes Expected (measurable Indicators: quantity, quality and time frames)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
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The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. Mode of delivery consists of, amongst others, self-study, internal or external training provision; coaching and / or mentoring and exchange programmes. Training must be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine within the municipality whether unit standards have been developed with regard to a specific outcome (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency.

**Column 5: Suggested Time Lines**

1. Skills/Performance Gap (in order of priority)	2. Outcomes Expected (measurable Indicators: quantity, quality and time frames)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
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An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions. The suggested time frames enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.

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**Column 6: Work Opportunity Created to Practice Skills / Development Area**

1. Skills/Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
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This further ensures internalization of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

**Column 7: Support Person**

1. Skills/Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
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This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.

**Personal Development Action Plan**

Skills Performance Gap	Outcomes Expected	Suggested Training / Development Activity	Suggested Mode of Delivery	Suggested Time Frames	Work Opportunity Created to Practice Skill / Development	Support Person

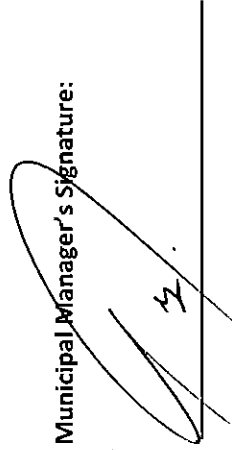
Employee's Signature:



Date:

25/07/2016

Municipal Manager's Signature:



Date:

25/07/2016

# Annexure C

## CORE COMPETENCY FRAMEWORK

ENTERED INTO BY AND BETWEEN:

**BAPHALABORWA MUNICIPALITY**

AS REPRESENTED BY THE MUNICIPAL MANAGER

Dr. SS SEBASHE

["the Employer"]

AND

**KHATHU MPHARALALA**

DIRECTOR TECHNICAL SERVICES

["the Employee"]

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## CORE COMPETENCY FRAMEWORK: DIRECTOR TECHNICAL SERVICES

Core Managerial Skills	Definitions	Weight
Strategic Leadership and Management	Skills to be able to provide a vision, set the direction for the Municipality or department and inspire others in order to deliver on the Municipality's mandate	10
Programme and Project Management	Skills to enable the individual to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that local government objectives are achieved	10
Financial Management	Skills required in managing projects and/or departmental work within the constraints of a budget. This includes being able to plan a budget at the beginning of the financial year, controlling expenditure throughout the year by allocating resources efficiently and understanding and anticipating the impact of other departments on won budget	5
Change Management	Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments	5
Knowledge Management	Skills to enable individuals, teams and entire organisation to collectively create, share and apply knowledge, to better achieve institutional objectives	15
Problem Solving and Analytical Thinking	Skills to be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner.	25
People and Diversity Management	Skills to manage and encourage people, optimize their outputs, and effectively manage relationships. This includes holding regular information sharing sessions to ensure that team members are made aware of decisions that may affect them. It also involves distribution of workloads to ensure that individual skills are used appropriately and so that the work is evenly spread, making sure that the team has the necessary tools and resources in order to do their work and motivating the team so that they are committed to achieving the goals of the department and ultimately those of the Municipality.	15
Client Orientation and Customer Focus	The Skill to seek to understand the needs of the customer and meeting the needs. At a minimum, employees are required to react to queries, keeping promises, being honest in all their dealings, adhering to policies, procedures and delegations, keeping the client up to date, being friendly and helpful and solving problems quickly and without arguments. Ideally, managers are required to be proactive by trying to understand the needs of the customer and providing an appropriate service based on those underlying needs.	10
Service Delivery Innovation	The Skill to work well to achieve a high standard by trying to improve on the way things are done and by working towards achieving the work objectives. It is also about putting plans into action, meeting deadlines, taking initiative and solving problems to make sure that things get done. Employees do not wait to be told to do something, but are encouraged to use their initiative to make sure things get done accurately and efficiently.	25
Communication	Skills to be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	15
Accountability and Ethical Conduct	Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality.	10

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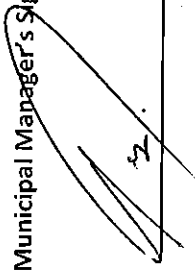
Employee's Signature:



Date:

25/07/2016

Municipal Manager's Signature:



Date:

25/07/2016