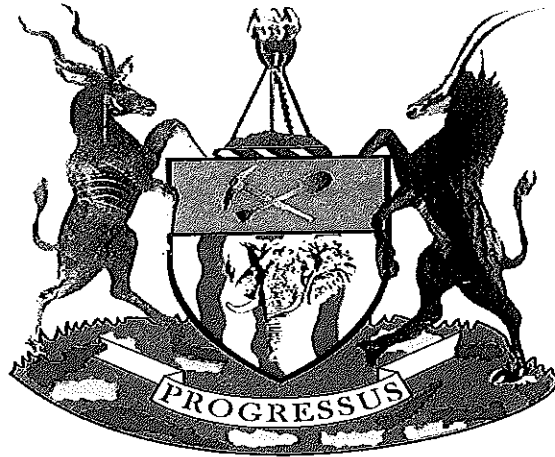


BA-PHALABORWA MUNICIPALITY



PERFORMANCE AGREEMENT

2015/16

KHATHU MPHARALALA

ACTING 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

ACTING DIRECTOR: TECHNICAL SERVICES

KHATHU MPHARALALA

(herein and after referred to as the Employee)

FOR THE

FINANCIAL YEAR:

01 JULY 2015 – 30 JUNE 2016

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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 **Acting 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.

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 2015** and will remain in force until **30 June 2016** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st 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% |
| | | Converted to 80% |

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 (✓) from the list below as agreed to between the Employer and Employee. Three of the CCRs are compulsory for Municipal Managers:

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

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

²V Compulsory for municipal manager

³Proficiency 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 all 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.

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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 2015 | October 2015 |
| 2 | October – December 2015 | February 2016 |
| 3 | January – March 2016 | April 2016 |
| 4 | April – June 2016 | August 2016 |

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

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

7.4 The Employer 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;

- 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

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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

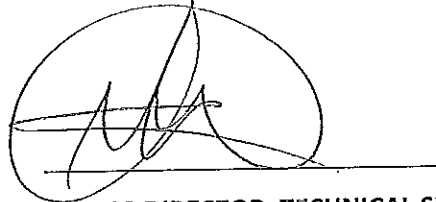
13.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the national

minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at MM Office on this the 06 day of July.....2015

AS WITNESSES:

1. _____




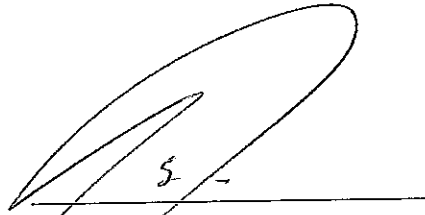
ACTING DIRECTOR: TECHNICAL SERVICES

2. _____

Thus done and signed at Phs/K.6/100 on this the 06th day of July.....2015

AS WITNESSES:

1.  Abulwala



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

ACTING DIRECTOR TECHNICAL SERVICES

["the Employee"]

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TECHNICAL SERVICES

DIRECTOR TECHNICAL SERVICES SCORECARD 2015 - 2016

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

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KPA 2: Basic Service Delivery

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/15) | Annual Target 30/06/16 | Budget | 2015/16 Quarterly Projections | | | | Evidence Required |
|----------------------------|--------------------------|--|--|-----------------------------|---------------------|------------------------|--------|--|---|---|---|--------------------------|
| | | | | | | | | 1 st Quarter (1 Jul - 30 Sept 15) | 2 nd Quarter (1 Oct - 31 Dec 15) | 3 rd Quarter (1 Jan - 31 Mar 16) | 4 th Quarter (1 Apr - 30 Jun 16) | |
| 2.1 Water Services | | | | | | | | | | | | |
| 2.1.1 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | % Improving the percentage of water quality level to 95% as per the blue drop standards by 30/06/ 2016 | Director Technical Services | 92% | 95% | | N/A | N/A | N/A | 95% | Assessment report by DWA |
| 2.1.2 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | # of application for water connection | Director Technical Services | 60 | 60 | Opex | 15 | 30 | 45 | 60 | Application form |
| 2.1.3 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | # of water connected within 15 days | Director Technical Services | 60 | 60 | Opex | 15 | 30 | 45 | 60 | Job card |
| 2.1.4 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | # of wards attended for leak dictator per quarter (Reduction of water losses) | Director Technical Services | 18 | 18 | | 4 | 9 | 13 | 18 | report |
| 2.1.5 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | # of old water meter relocated to outside the yard (Replacement of water meter) | Director Technical Services | 350 | 350 | Opex | 88 | 176 | 264 | 350 | Report |

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KPA 2: Basic Service Delivery

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/15) | Annual Target 30/06/16 | Budget | 2015/16 Quarterly Projections | | | | Evidence Required |
|----------------------------|--------------------------|--|---|-----------------------------|---------------------|------------------------|--------|--|---|---|---|---|
| | | | | | | | | 1 st Quarter (1 Jul - 30 Sept 15) | 2 nd Quarter (1 Oct - 31 Dec 15) | 3 rd Quarter (1 Jan - 31 Mar 16) | 4 th Quarter (1 Apr - 30 Jun 16) | |
| 2.1.6 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | # of samples taken from water distribution to laboratory for testing. (Improving water quality to Blue Drop Compliance) | Director Technical Services | 12 | 12 | Opex | 3 | 6 | 9 | 12 | report |
| 2.1.7 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | # of samples taken from boreholes to laboratory for testing. | Director Technical Services | 16 | 16 | Opex | 4 | 8 | 12 | 16 | report |
| 2.1.8 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | Reviewed water maintenance plan | Director Technical Services | 30/06/15 | 30/06/16 | Opex | n/a | n/a | n/a | 30/06/16 | Reviewed maintenance plan |
| 2.1.9 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | # of Local Water Forum meeting attended | Director Technical Services | 1 | 2 | | - | 1 | - | 2 | Minutes of the meeting, attendance register |
| 2.2.10 | Technical infrastructure | Provision of sustainable integrated infrastructure and services | # of HH with access to basic water supply | Director Technical Services | 37468 | 41116 | | | | | | |
| Reporting indicator | | | | | | | | | | | | |
| 2.2 Electricity | | | | | | | | | | | | |
| 2.2.1 | Technical infrastructure | Integrate technical infrastructure | # of new consumer units connected to | Director Technical Services | 600 | 652 | 7m | 163 | 326 | 489 | 652 | 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 (30/06/15) | Annual Target 30/06/16 | Budget | 2015/16 Quarterly Projections | | | | Evidence Required |
|----------------------------|--------------------------|--|--|-----------------------------|---------------------|------------------------|--|--|---|---|---|---------------------------|
| | | | | | | | | 1 st Quarter (1 Jul - 30 Sept 15) | 2 nd Quarter (1 Oct - 31 Dec 15) | 3 rd Quarter (1 Jan - 31 Mar 16) | 4 th Quarter (1 Apr - 30 Jun 16) | |
| 2.2.2 | Technical infrastructure | and services for sustainability Provision of sustainable integrated infrastructure and services | the electricity network by 30/06/2016 # of HH with access to electricity | Director Technical Services | 41021 | 41721 | Budget as per 2.2.1 Reporting Indicator | 41021 | 41121 | 41321 | 41721 | Project completion report |
| 2.2.3 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | Expenditure on electricity project (INEG) | Director Technical Services | - | 7m | 7m | 0 | 500 | 2.5m | 7m | Expenditure report |
| 2.2.4 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | Review of electricity maintenance plan by 30/06/2016 | Director Technical Services | 30/06/15 | 30/06/16 | Opex | n/a | n/a | 30/06/16 | n/a | Reviewed maintenance plan |
| 2.2.5 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | # of assessment per semester of electricity infrastructure in all municipal building | Director Technical Services | - | 2 | Opex | n/a | 1 | n/a | 2 | Assessment Report |
| 2.2.6 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | # of planned cleaning and inspections | Director Technical Services | 6 | 6 | | 2 | 3 | 5 | 6 | Inspection Report |
| 2.2.7 | Technical | Integrate | # of Local | Director | 11 | 6 | | 2 | 3 | 4 | 6 | Minutes of the |

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KPA 2: Basic Service Delivery

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/15) | Annual Target 30/06/16 | Budget | 2015/16 Quarterly Projections | | | | Evidence Required |
|-------------------------------------|--------------------------|--|--|-----------------------------|---------------------|------------------------|--------|--|---|---|---|---|
| | | | | | | | | 1 st Quarter (1 Jul - 30 Sept 15) | 2 nd Quarter (1 Oct - 31 Dec 15) | 3 rd Quarter (1 Jan - 31 Mar 16) | 4 th Quarter (1 Apr - 30 Jun 16) | |
| 2.2.8 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | # of meeting attended | Director Technical Services | 11 | 6 | | 2 | 3 | 4 | 6 | Minutes of the meeting |
| | infrastructure | technical infrastructure and services for sustainability | Energy Forum meeting attended | Technical Services | | | | | | | | meeting, attendance register |
| 2.3 Fitting & Mechanical | | | | | | | | | | | | |
| 2.3.1 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | # of Inspection of Mechanical infrastructure at Lulekani, Namakgale & Phalaborwa Purification plants | Director Technical Services | 4 | 4 | | 1 | 2 | 3 | 4 | Assessment Report |
| 2.3.2 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | # of assessment of the condition of sewer pump station | Director Technical Services | 12 | 12 | | 3 | 6 | 9 | 12 | Monthly Report |
| 2.4 Roads & Storm Water | | | | | | | | | | | | |
| 2.4.1 | Technical infrastructure | Provision of sustainable integrated infrastructure and services | # of km of gravel roads upgraded to paving / tar(B1 ext , Tambo str & Foskor str, Benfarm & Topville) | Director Technical Services | 6km | 4.5 km | 22m | N/A | N/A | n/a | 4.5 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 (30/06/15) | Annual Target 30/06/16 | Budget | 2015/16 Quarterly Projections | | | | Evidence Required |
|----------------------------|--------------------------|--|--|-----------------------------|----------------------|------------------------|--------|--|---|---|---|-----------------------------|
| | | | | | | | | 1 st Quarter (1 Jul - 30 Sept 15) | 2 nd Quarter (1 Oct - 31 Dec 15) | 3 rd Quarter (1 Jan - 31 Mar 16) | 4 th Quarter (1 Apr - 30 Jun 16) | |
| 2.4.2 | Technical infrastructure | Provision of sustainable integrated infrastructure and services | # of km rehabilitated (Namaqgale, Lulekani & Phalaborwa) | Director Technical Services | 2km | | 3m | n/a | n/a | 1km | 2km | Projects completion reports |
| 2.4.3 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | R-value and % of roads capital funding spent | Director Technical Services | - | R21.4m | R21.4m | 6m | 10m | 14m | 22m | Payment Certificates |
| 2.4.4 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | # of reviews Roads and storm water maintenance programme | Director Technical Services | 2 | 2 | | n/a | 1 | n/a | 2 | Maintenance programme |
| 2.4.5 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | # of Monthly Report on implementation of the roads and storm water maintenance | Director Technical Services | | 12 | | 3 | 6 | 9 | 12 | Monthly reports |
| 2.4.6 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | # Total m ² of road patched | Director Technical Services | 1 000 m ² | 1 000 m ² | | 250 m ² | 500 m ² | 750 m ² | 1 000 m ² | |
| 2.4.7 | Technical | Integrate technical | # of km of gravel roads | Director Technical | 500 | 500 | | 100 | 200 | 350 | 500 | |

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KPA 2: Basic Service Delivery

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/15) | Annual Target 30/06/16 | Budget | 2015/16 Quarterly Projections | | | | Evidence Required |
|---|--------------------------|--|--|-----------------------------|---------------------|------------------------|--------|--|---|---|---|---|
| | | | | | | | | 1 st Quarter (1 Jul - 30 Sept 15) | 2 nd Quarter (1 Oct - 31 Dec 15) | 3 rd Quarter (1 Jan - 31 Mar 16) | 4 th Quarter (1 Apr - 30 Jun 16) | |
| | infrastructure | infrastructure and services for sustainability | graded | Services | | | | | | | | |
| 2.4.8 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | No. Of barrel of culvert (storm water cleaned) | Director Technical Services | 12 | 12 | | 3 | 6 | 9 | 12 | Reports |
| 2.4.9 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | # of Road maintenance forum attended | Director Technical Services | 11 | 9 | | 2 | 4 | 6 | 9 | Minutes of the meeting |
| 2.4.10 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | # of Road and Transport forum attended | Director Technical Services | - | 4 | | 1 | 2 | 3 | 4 | Minutes of the meeting, attendance register |
| 2.5 Implementation of MIG Projects | | | | | | | | | | | | |
| 2.5.1 | Economic | Develop tourism and grow the economy | # of Projects implemented EPWP way(B1 Ext, Foskor, Tambo Str, Patamedu str, Mashishimale sports, Namakgale | Director Technical Services | 6 | 9 | | 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 (30/06/15) | Annual Target 30/06/16 | Budget | 2015/16 Quarterly Projections | | | | Evidence Required |
|----------------------------|--------------------------|--|---|-----------------------------|---------------------|------------------------|--------|--|---|---|---|------------------------------|
| | | | | | | | | 1 st Quarter (1 Jul - 30 Sept 15) | 2 nd Quarter (1 Oct - 31 Dec 15) | 3 rd Quarter (1 Jan - 31 Mar 16) | 4 th Quarter (1 Apr - 30 Jun 16) | |
| 2.5.2 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | # of MIG district meeting attended | Director Technical Services | 12 | 9 | | 2 | 4 | 6 | 9 | Minutes, attendance register |
| 2.5.3 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | # of MIG Provincial meeting attended | Director Technical Services | 4 | 4 | | 1 | 2 | 3 | 4 | Minutes, attendance register |
| 2.5.4 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | # of MIG reports compiled and submitted | Director Technical Services | 12 | 12 | | 3 | 6 | 9 | 12 | Report |
| 2.5.5 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | R-value of capital budget spent (MIG) | Director Technical Services | - | 29 492 000 | | 8m | 16m | 24m | 29 492 000 | Expenditure report |
| 2.6 Sanitation | | | | | | | | | | | | |
| 2.6.1 | Technical infrastructure | Integrate technical infrastructure and services for | # of reviews of sanitation maintenance | Director Technical Services | 2 | 2 | | n/a | 1 | n/a | 2 | |

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KPA 2: Basic Service Delivery

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/15) | Annual Target 30/06/16 | Budget | 2015/16 Quarterly Projections | | | | Evidence Required |
|---|--------------------------|--|---|-----------------------------|---------------------|------------------------|--------|--|---|---|---|--------------------|
| | | | | | | | | 1 st Quarter (1 Jul - 30 Sept 15) | 2 nd Quarter (1 Oct - 31 Dec 15) | 3 rd Quarter (1 Jan - 31 Mar 16) | 4 th Quarter (1 Apr - 30 Jun 16) | |
| 2.6.2 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | # of sample taken and delivered to an approved laboratory (Waste water Management) | Director Technical Services | - | 24 | | 6 | 12 | 18 | 24 | Report |
| 2.6.3 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | % of improved test result comply with Green Drop requirement | Director Technical Services | 60% | 70% | Opex | - | - | - | 70% | Report |
| 2.6.4 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | Number Sewer blockage attended to within 2 hours of reporting | Director Technical Services | 1100 | 1200 | Opex | 300 | 600 | 900 | 1200 | Inspection sheet |
| 2.6.5 | Technical infrastructure | Provision of sustainable integrated infrastructure and services | Number of HH with access to sanitation service | Director Technical Services | | | | | | | | |
| 2.7 Municipal Buildings and Other Facilities | | | | | | | | | | | | |
| 2.7.1 | Technical infrastructure | Integrate technical infrastructure and services for | Number of approved maintenance | Director Technical Services | - | 2 | Opex | n/a | 1 | n/a | 2 | Maintenance Report |

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KPA 2: Basic Service Delivery

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/15) | Annual Target 30/06/16 | Budget | 2015/16 Quarterly Projections | | | | Evidence Required |
|----------------------------|--------------------------|--|---|-----------------------------|---------------------|------------------------|--------|--|---|---|---|-------------------|
| | | | | | | | | 1 st Quarter (1 Jul - 30 Sept 15) | 2 nd Quarter (1 Oct - 31 Dec 15) | 3 rd Quarter (1 Jan - 31 Mar 16) | 4 th Quarter (1 Apr - 30 Jun 16) | |
| | | sustainability | schedules of municipal buildings | | | | | | | | | |
| 2.7.2 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | Total square meters to be attended for fixing of ceiling for Municipal buildings (Town halls and offices) | Director Technical Services | 400 M ² | 400 M ² | | 100M ² | 200M ² | 300M ² | 400M ² | |
| 2.7.3 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | Number of building plans submitted | Director Technical Services | 222 | 250 | | 50 | 100 | 200 | 250 | |
| 2.7.4 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | Number of illegal buildings | Director Technical Services | 95 | 100 | | 25 | 50 | 75 | 100 | |
| 2.7.5 | Technical infrastructure | Integrate technical infrastructure and services for sustainability | Number of plans approved within 10 working days | Director Technical Services | 33 | 70 | | 20 | 30 | 40 | 70 | Report |
| 2.7.6 | Technical infrastructure | Integrate technical | Number of replacement of | Director Technical | 106 | 110 | | 20 | 50 | 75 | 110 | Report |

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KPA 2: Basic Service Delivery

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/15) | Annual Target 30/06/16 | Budget | 2015/16 Quarterly Projections | | | | Evidence Required |
|----------------------------|---------|---------------------------------|---------------------------|---------------------|---------------------|------------------------|--------|--|---|---|---|-------------------|
| | | | | | | | | 1 st Quarter (1 Jul - 30 Sept 15) | 2 nd Quarter (1 Oct - 31 Dec 15) | 3 rd Quarter (1 Jan - 31 Mar 16) | 4 th Quarter (1 Apr - 30 Jun 16) | |
| | | and services for sustainability | manholes | | | | | | | | | |

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

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KPA 3: Municipal Financial Viability and Management

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicators | Responsible Manager | Baseline (30/06/15) | Annual Target 30/06/16 | Budget | 2015/16 Quarterly Projections | | | | Evidence Required |
|---------------------------------|------------------------------------|-----------------------------------|--|-----------------------------|---------------------|------------------------|--------|--|---|---|---|--|
| | | | | | | | | 1 st Quarter (1 Jul - 30 Sept 15) | 2 nd Quarter (1 Oct - 31 Dec 15) | 3 rd Quarter (1 Jan - 31 Mar 16) | 4 th Quarter (1 Apr - 30 Jun 16) | |
| 3.1 Financial Management | | | | | | | | | | | | |
| 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 |
| 3.3 Financial Management | | | | | | | | | | | | |
| 3.3.2 | Good governance and administration | Advance good corporate governance | Deadline for approving departmental adjustments budget | Director Technical Services | 28/02/2015 | 31/01/2016 | | n/a | n/a | 31/01/2016 | n/a | Adjustment budget document; council resolution |

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KPA 4:

LOCAL ECONOMIC DEVELOPMENT

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KPA 4: Local Economic Development

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (31/06/15) | Annual Target 30/06/16 | Budget | 2015/16 Quarterly Projections | | | | Evidence Required | |
|----------------------------|----------|--------------------------------------|--|-----------------------------|---------------------|------------------------|--------|--|---|---|---|--|--|
| | | | | | | | | 1 st Quarter (1 Jul - 30 Sept 15) | 2 nd Quarter (1 Oct - 31 Dec 15) | 3 rd Quarter (1 Jan - 31 Mar 16) | 4 th Quarter (1 Apr - 30 Jun 16) | | |
| 4.1 Job Creation | | | | | | | | | | | | | |
| 4.2.1 | 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 | 155 | ID Numbers of people appointed and Payroll Reports | |

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KPA: 5

MUNICIPAL TRANSFORMATION &
INSTITUTIONAL DEVELOPMENT

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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 (30/06/15) | Annual Target 30/06/16 | Budget | 2015/16 Quarterly Projections | | | | Evidence Required |
|---|------------------------------------|--|---|---------------------|---------------------|---|---|--|---|---|---|---|
| | | | | | | | | 1 st Quarter (1 Jul - 30 Sept 15) | 2 nd Quarter (1 Oct - 31 Dec 15) | 3 rd Quarter (1 Jan - 31 Mar 16) | 4 th Quarter (1 Apr - 30 Jun 16) | |
| 5.1 Organisational Design & Human Resource | | | | | | | | | | | | |
| 5.1.1 | Good governance and administration | Attract, develop and retain best human capital | Review Departmental Organisational structure by 30/06/16 | Director Technical | 30/06/2015 | 31/03/16 | n/a | n/a | 31/03/15 | n/a | n/a | Reviewed organizational structure |
| 5.1.1.2 | Good governance and administration | Attract, develop and retain best human capital | Submission of attendance registers by the 1 st of each month. | Director Technical | 12 | By the 1 st of each month | By the 1 st of each month | By the 1 st of each month | By the 1 st of each month | By the 1 st of each month | By the 1 st 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 | 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 th of each month | Director Technical | - | Before the 10 th of each month | Before the 10 th of each month | Before the 10 th of each month | Before the 10 th of each month | Before the 10 th of each month | Before the 10 th of each month | Dated proof of submission |
| 5.1.5 | Good governance and administration | Attract, develop and retain best human capital | # of Departmental Safety meetings held | Director Technical | 11 | 11 | 3 | 5 | 8 | 11 | 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 th of each month | Director Technical | - | By the 20 th of each month | By the 20 th of each month | By the 20 th of each month | By the 20 th of each month | By the 20 th of each month | By the 20 th of each month | Dated proof of submission |
| 5.3 Skills Development | | | | | | | | | | | | |
| 5.3.1 | Good governance and administration | Attract, develop and retain best human capital | Review and submit departmental Skills Development Plan | Director Technical | 30/06/2015 | 31/01/2016 | n/a | n/a | 31/01/16 | n/a | n/a | WSP & proof of submission to LG SETA |
| 5.5 Performance Management System | | | | | | | | | | | | |

KPA 5: Municipal Transformation and Institutional Development 10%

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/15) | Annual Target 30/06/16 | Budget | 2015/16 Quarterly Projections | | | | Evidence Required |
|----------------------------|------------------------------------|-----------------------------------|---|---------------------|---------------------|------------------------|--------|--|---|---|---|--|
| | | | | | | | | 1 st Quarter (1 Jul - 30 Sept 15) | 2 nd Quarter (1 Oct - 31 Dec 15) | 3 rd Quarter (1 Jan - 31 Mar 16) | 4 th Quarter (1 Apr - 30 Jun 16) | |
| 5.5.1 | Good governance and administration | Advance good corporate governance | # of scheduled senior management meetings attended per quarter | Director Technical | 11 | 11 | | 3 | 5 | 8 | 11 | Minutes, attendance register |
| 5.5.2 | Good governance and administration | Advance good corporate governance | # of scheduled monthly departmental meetings successfully held per quarter | Director Technical | 11 | 11 | | 3 | 5 | 8 | 11 | Minutes for senior management meetings |
| 5.5.3 | Good governance and administration | Advance good corporate governance | # of scheduled monthly portfolio committee meetings successfully held per quarter | Director Technical | 11 | 11 | | 3 | 2 | 3 | 3 | Portfolio committee minutes |
| 5.5.4 | Good governance and administration | Advance good corporate governance | Signing of performance agreements for all s57 Manager | Director Technical | 01/07/14 | 10/07/15 | | 10/07/15 | n/a | n/a | n/a | Copies of signed Performance Agreements & submission letters to CoGHSTA. |
| 5.5.5 | Good governance and administration | Advance good corporate governance | Signing of performance agreements Level 3-5 | Director Technical | 31/07/14 | 31/07/15 | | 31/07/15 | n/a | n/a | n/a | Copies of signed Performance Agreements & submission letters to CoGHSTA. |
| 5.5.6 | Good governance and administration | Advance good corporate governance | # of assessments for post level 3-5 managers | Director Technical | - | 2 | | n/a | 1 | n/a | 2 | Assessment 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 (30/06/15) | Annual Target 30/06/16 | Budget | 2015/16 Quarterly Projections | | | | Evidence Required |
| | | | | | | | | 1 st Quarter (1 Jul - 30 Sept 15) | 2 nd Quarter (1 Oct - 31 Dec 15) | 3 rd Quarter (1 Jan - 31 Mar 16) | 4 th Quarter (1 Apr - 30 Jun 16) | |
| 6.1 Council and Executive Management | | | | | | | | | | | | |
| 6.1.1 | Good governance and administration | Advance good corporate governance | # of scheduled Council meetings attended by 30/06/2016 | Director Technical Services | 6 | 7 | | 2 | 3 | 5 | 7 | Minutes, attendance register |
| 6.1.2 | Good governance | Advance good corporate | # of scheduled | Director Technical | 11 | 11 | | 3 | 5 | 8 | 11 | Minutes of EXCO |

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KPA 6: Good Governance and Public Participation 25%

| PWS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/15) | Annual Target 30/06/16 | Budget | 2015/16 Quarterly Projections | | | | Evidence Required |
|----------------------------|------------------------------------|-----------------------------------|--|-----------------------------|---------------------|-----------------------------|--------|--|---|---|---|-------------------------------|
| | | | | | | | | 1 st Quarter (1 Jul - 30 Sept 15) | 2 nd Quarter (1 Oct - 31 Dec 15) | 3 rd Quarter (1 Jan - 31 Mar 16) | 4 th Quarter (1 Apr - 30 Jun 16) | |
| | and administration | governance | EXCO meetings attended by 30/06/2016 | Services | | | | | | | | meetings, attendance register |
| 6.1.2 | Good governance and administration | Advance good corporate governance | # of resolution register implemented | Director Technical Services | 6 | 9 days prior to the meeting | | 2 | 3 | 5 | 6 | Proof of submission |
| 6.1.2.B | Good governance and administration | Advance good corporate governance | Deadline for submission of items/reports for Senior management /Exco/Council | Director Technical Services | - | 9 days prior to the meeting | | 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 |

6.2 Public Participation and Ward Committees

| | | | | | | | | | | | | |
|---------|------------------------------------|---------------------------------|---|-----------------------------|---|---|------|---|---|---|---|--|
| 6.2.1 | Good governance and administration | Enhance stakeholder involvement | # of IDP Rep Forum meetings attended by 30/06/2016 | Director Technical Services | 6 | 6 | | 2 | 2 | 5 | 6 | Attendance registers, agendas, invitations |
| 6.2.1.a | Good governance and administration | Enhance stakeholder involvement | # of IDP Steering Committee meetings attended by 30/06/2016 | Director Technical Services | 6 | 6 | | 2 | 2 | 5 | 6 | Attendance registers, agendas, invitations |
| 6.2.1.b | Good governance and administration | Enhance stakeholder involvement | # of IDP Technical Committee meeting attended by 30/06/2016 | Director Technical Services | 6 | 6 | | 2 | 2 | 5 | 6 | Attendance registers, agendas, invitations |
| 6.2.1.c | Good governance | Enhance stakeholder | # of meetings attended for | Director Technical | 4 | 4 | Opex | 1 | 2 | 3 | 4 | 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 (30/06/15) | Annual Target 30/06/16 | Budget | 2015/16 Quarterly Projections | | | | Evidence Required |
|---------------------------------|------------------------------------|-----------------------------------|---|-----------------------------|---|---|--------|--|---|---|---|--|
| | | | | | | | | 1 st Quarter (1 Jul - 30 Sept 15) | 2 nd Quarter (1 Oct - 31 Dec 15) | 3 rd Quarter (1 Jan - 31 Mar 16) | 4 th Quarter (1 Apr - 30 Jun 16) | |
| 6.2.1 d | Good governance and administration | 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 | | 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 | |
| 6.3 Corporate Governance | | | | | | | | | | | | |
| 6.3.1 | Good governance and administration | Advance good corporate governance | # of Local Labour Forum meetings attended by 30/06/2016 | Director Technical Services | 11 | 11 | | 3 | 5 | 8 | 11 | Agenda, Minutes of LLF and attendance register |
| 6.4 Internal Audit | | | | | | | | | | | | |
| 6.4.1 | Good governance and administration | Advance good corporate governance | # of Audit Committee meetings attended | Director Technical Services | 7 | 7 | | 2 | 4 | 5 | 7 | Minutes, attendance register |
| 6.4.2 | Good governance and administration | Advance good corporate governance | % implementation of Audit Committee resolutions | Director Technical Services | - | 100% | Opex | 100% | 100% | 100% | 100% | Audit committee resolution register |
| 6.4.3 | Good governance and administration | Advance good corporate governance | % implementation of internal Audit recommendations | Director Technical Services | - | 75% | Opex | 75% | 75% | 75% | 75% | Internal Audit Follow-up report |

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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 (30/06/15) | Annual Target 30/06/16 | Budget | 2015/16 Quarterly Projections | | | | Evidence Required |
|----------------------------|------------------------------------|--|--|-----------------------------|---------------------|------------------------|--------|--|---|---|---|--|
| | | | | | | | | 1 st Quarter (1 Jul - 30 Sept 15) | 2 nd Quarter (1 Oct - 31 Dec 15) | 3 rd Quarter (1 Jan - 31 Mar 16) | 4 th Quarter (1 Apr - 30 Jun 16) | |
| 6.4.4 | Good governance and administration | Advance good corporate governance | Deadline for submission of POEs for quarterly performance audits to Internal Audit | Director Technical Services | | | Opex | 25/07/15 | 11/10/15 | 11/01/16 | 11/04/16 | Dated proof of submission to Internal Audit. |
| 6.4.5 | Good governance and administration | Good corporate governance and public participation | % of audit queries addressed (2013/14 Audit Report) | Director Technical Services | 75% | 100% | | 100% | 100% | n/a | n/a | Audited AG Action Plan |
| 6.4.6 | Good governance and administration | Good corporate governance and public participation | % of audit queries addressed (2014/15 Audit Report) | Director Technical Services | 75% | 80% | | n/a | n/a | 50% | 80% | Audited AG Action Plan |
| 6.4.7 | Good governance and administration | Advance good corporate governance | Preparation and submission of audit file for AG audit to Internal Audit | Director Technical Services | 16/08/14 | 16/08/15 | | 10/08/15 | n/a | n/a | n/a | Dated proof of submission to Internal Audit |

6.7 Risk Management & Security management

| | | | | | | | | | | | | |
|-------|------------------------------------|-----------------------------------|---|-----------------------------|----|----|--|---|---|---|----|------------------------------------|
| 6.7.1 | Governance and Administration | Advance good corporate governance | # of departmental Risk register implemented | Director Technical Services | 11 | 11 | | 3 | 5 | 8 | 11 | Departmental Security Risk reports |
| 6.7.2 | Good governance and administration | Advance good corporate governance | # of risk committee meetings attended | Director Technical Services | 4 | 4 | | 1 | 2 | 3 | 4 | Minutes, attendance registers |

6.9 Communications

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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 (30/06/15) | Annual Target 30/06/16 | Budget | 2015/16 Quarterly Projections | | | | Evidence Required |
|----------------------------|------------------------------------|-----------------------------------|---|-----------------------------|---------------------|------------------------|--------|--|---|---|---|--|
| | | | | | | | | 1 st Quarter (1 Jul - 30 Sept 15) | 2 nd Quarter (1 Oct - 31 Dec 15) | 3 rd Quarter (1 Jan - 31 Mar 16) | 4 th Quarter (1 Apr - 30 Jun 16) | |
| 6.9.1 | Good governance and administration | 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 |

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CAPITAL WORKS PLAN

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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 | Ward No. | Quarterly Outputs 2015/16 | | | | Evidence required | |
|------------------------------|---------------------|--|------------------------------|--------------------|-------------------------|--------------------------|---|--|---|---|-------------------|---|
| | | | | | | | 1 st Quarter 01 Jul - 30 Sept 2015 | 2 nd Quarter 01 Oct - 31 Dec 2015 | 3 rd Quarter 01 Jan - 31 Mar 2016 | 4 th Quarter 01 Apr - 30 Jun 2016 | | |
| Electricity | | | | | | | | | | | | |
| | Director Technical | Installation of Backup Generator | R600 | 01/07/15 | 30/06/16 | 11 & 12 | R600 Procurement & installation of the Back-up Generator | | | | | Progress report, Payment certificate and completion report |
| | Director Technical | Upgrade of single phase network to three phase in Ex1 | R2m | 01/07/15 | 30/06/16 | 11 & 12 | R0 Tendering stage | R1.5m Site Establishment & installation of cables. | R1.5m Installation of three phase cables | R2m Installation of three phase cables. Site handover to client. Completion report | | Bid Committees minutes and registers, advertisements. Progress reports and Completion report and Completion Certificate |
| | Director Technical | Upgrade of switchgear and Protection relays at Cleveland | R3m | 01/07/15 | 30/06/16 | 11 & 12 | R0 Tendering stage | R1.5m Site Establishment & installation of switchgear and protection relays | R2m Installation of three phase switchgear and protection relays | R3m Installation of three phase switchgear and protection relays. Site handover to client. Completion report | | Bid Committees minutes and registers, advertisements. Progress reports and Completion report and Completion Certificate |
| Roads and storm water | | | | | | | | | | | | |
| | Director Technical | Rehabilitation of street in Phalaborwa, | R3m | 01/07/15 | 30/06/16 | 4,5,6,7,11,12,13,14 & 15 | R1m Site Establishment | R500 Removal of surfacing and | R500 Priming of base and | R1m Project handover to the client | | Progress reports and Completion report and Completion Certificate |

| | | | | | | | | | | | | | | | |
|--|-----------------------|---|-------|----------|----------|----|--|--|---|--|--|--|--|--|--|
| | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | |
| | Director Technical | Tambo street paving | R3m | 01/07/15 | 30/06/16 | 14 | | R3m Construction of box cutting and layer works phase 2 | R Surfacing of internal streets phase 2 | R Site handover to the client | | | | | |
| | Director Technical | Upgrading of B1 Extension road | R4m | 01/07/15 | 30/06/16 | 15 | | R4m Construction of layer work | R Priming of base layer and surfacing | Site handover to the client | | | | | |
| | Director Technical | Upgrading of internal street at FOSKOR | R8.5m | 01/07/15 | 30/06/16 | | | R4m Surfacing of internal streets Phase 1 | R6.5m Construction of box cutting and layer works phase 2 | R7.5m Surfacing of internal streets phase 2 | R8.5m Project handover to client | | | | |
| | Director Technical | Benfarm street paving | R1m | 01/07/15 | 30/06/16 | 03 | | R500 Preliminary design | R 1m Detailed design | | | | | | |
| | | | | | | | | | | | | | | | |
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|------|-----------------------|---|-------------|----------|----------|---------|---|---|---|--|---|
| | Director Technical | Selwane sport complex | R1m | 01/07/15 | 30/06/16 | 18 | R500 Preliminary design | R1m Detailed design | | | Preliminary design report and detailed design report |
| | Director Technical | Topville to score street paving | R2.992 m | 01/07/15 | 30/06/16 | 06 | R0 Tendering stage and advertisement | R500 Site establishment & construction | R1m Construction of layer works | R2.99m Surfacing and Project handover to client | Bid Committees minutes and registers, advertisements. Progress reports and Completion report and Completion Certificate |
| INEG | | | | | | | | | | | |
| | Director Technical | Electrification of Biko Ext and Nina Nkulu | 7m | 01/07/15 | 30/06/16 | 16 & 17 | R0 Tendering stage and advertisement | R500 Site establishment & construction | R2.5m Construction of electricity lines and planting of poles | R7m Project hand over to the client | Bid Committees minutes and registers, advertisements. Progress reports and Completion report and Completion Certificate |

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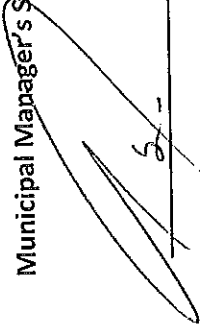
Employee's Signature:



Date:

06/07/2015

Municipal Manager's Signature:



Date:

06/07/2015

STRATEGIC RISK FOR DIRECTOR TECHNICAL SERVICES

| Link objectives | Risk description | Background (Cause) | Impact | Likelihood | Perceived control effectiveness | Current control | Actions to improve | Time Scale |
|---|---|---|----------|------------|---------------------------------|---|--|---|
| Provision of sustainable integrated infrastructure and services | Ageing infrastructure | a) Lack of infrastructure master plans b) Insufficient funds to implement periodic maintenance and rehabilitation projects c) Lack of historic maintenance data | Critical | Common | Unsatisfactory | Implementation of responsive maintenance plan on infrastructure | a) Development of master plans (storm water & underground cables) b) Prioritization of repairs and maintenance budget c) Implementation of master plan (roads, and substation electricity) | 31 January 2016 1 July 2015 1 February 2016 |
| Provision of sustainable integrated infrastructure | Inadequate upgrading/refurbishment of water and sanitation infrastructure | a) MDM is the water services authority b) Lack of | Critical | Common | Weak | a) BPM doing interim and responsive maintenance | a) The review of SLA of WSP | 1 July 2015 |

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| Link objectives | Risk description | Background (Cause) | Impact | Likelihood | Perceived control effectiveness | Current control | Actions to improve | Time Scale |
|-----------------|------------------|---|--------|------------|---------------------------------|--|--|------------|
| and services | | coordination and support from MDM over maintenance of water and sanitation infrastructure | | | | b) Implementation of Water service agreement between BPM & MDM c) Quarterly Water Committee forum with Lepelle and MD | b) Continuous quarterly water meeting with Lepelle and MDM | Quarterly |

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**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
ACTING 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 |
|--|---|---|-------------------------------|--------------------------|--|-------------------|
|--|---|---|-------------------------------|--------------------------|--|-------------------|

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 |
|--|---|---|-------------------------------|--------------------------|--|-------------------|
|--|---|---|-------------------------------|--------------------------|--|-------------------|

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 |
|--|---|---|-------------------------------|--------------------------|--|-------------------|
|--|---|---|-------------------------------|--------------------------|--|-------------------|

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.

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 |
|--|---|---|-------------------------------|--------------------------|--|-------------------|
|--|---|---|-------------------------------|--------------------------|--|-------------------|

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 |
|--|---|---|-------------------------------|--------------------------|--|-------------------|
|--|---|---|-------------------------------|--------------------------|--|-------------------|

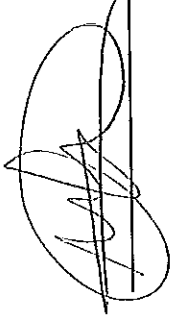
This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.

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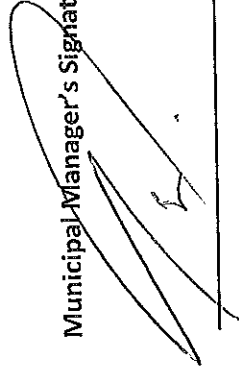
Personal Development Action Plan

| 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:



Municipal Manager's Signature:



Date:

06/07/2015

Date:

22/07/15

CORE COMPETENCY FRAMEWORK

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER

Dr. SS SEBASHE
[‘the Employer’]

AND

KHATHU MPHARALALA
ACTING DIRECTOR TECHNICAL SERVICES
[“the Employee”]


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CORE COMPETENCY FRAMEWORK: ACTING 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 |

R MZ SS

Employee's Signature:



Date:

06/07/2015

Municipal Manager's Signature:



Date:

06/07/2015
