

ACTING SENIOR MANAGER: TECHNICAL SERVICES
SINAH MAHUMANI

2018/19

PERFORMANCE AGREEMENT



BA-PHALABORWA MUNICIPALITY

5/June

01 JULY 2018 – 30 JUNE 2019

FINANCIAL YEAR:

FOR THE

(herein and after referred to as the Employee)

SINAH MAHUMANI

ACTING SENIOR MANAGER: TECHNICAL SERVICES

AND

(herein and after referred to as the Employer)

M.I. MOAKAMELA

AS REPRESENTED BY THE MUNICIPAL MANAGER

THE BA-PHALABORWA MUNICIPALITY

MADE AND ENTERED INTO BY AND BETWEEN:

DRAFT PERFORMANCE AGREEMENT

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 Senior Manager 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.

5/1/20

5/1/2018

- 3.1 This Agreement will commence on 01 July 2018 and will remain in force until 30 June 2019 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. COMMENCEMENT AND DURATION

- 2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.
- 2.6 In the event of outstanding performance, to appropriately reward the employee;
- 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;
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.3 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement;
- 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;
- 2.1 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;

The purpose of this Agreement is to:

2. PURPOSE OF THIS AGREEMENT

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17/11/14

- 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
- 4.2.4 weightings showing the relative importance of the key objectives to each other;
- 4.2.3 target dates that describe the time frame in which the targets must be achieved; and
- 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;
- 4.2.1 key objectives that describe the main tasks that need to be done;
- 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:
- 4.1.3 The core competency requirements (Annexure C – definitions) as the management skills regarded as critical to the position held by the Employee
- 4.1.2 The time frames within which those performance objectives and targets must be met; and
- 4.1.1 The performance objectives, key performance indicators and targets that must be met by the Employee;
- 4.1 The Performance Plan (Annexure A) sets out -

4. PERFORMANCE OBJECTIVES

- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or Council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised
- 3.4 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;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and

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 KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

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

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

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 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.

5.4 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;

5.3 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;

5.2 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;

5.1 The Employer 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. PERFORMANCE MANAGEMENT SYSTEM

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.

CORE MANAGERIAL COMPETENCIES ¹	V	Z	WEIGHTING	LEVEL ³
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	

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:

5.7 Manager's responsibilities are also directed in terms of the above-mentioned 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.

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

(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

- 6.5.1 Assessment of the achievement of results as outlined in the Performance Plan
- 6.5 The Annual performance appraisal will involve:
 - 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
 - 6.3 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;
 - 6.2 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;
 - 6.1.2 The intervals for the evaluation of the Employee's performance;
 - 6.1.1 The standards and procedures for evaluating the Employee's performance; and
 - 6.1 The Performance Plan (Annexure A) to this Agreement sets out:

6. PERFORMANCE ASSESSMENT

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

² Compulsory for municipal manager

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

Accountability and Ethical Conduct	10		
TOTAL PERCENTAGE	100%		
Converted to 20%			

Level	% score	Terminology	Description
5	167	Outstanding	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.

scale for KPIs and CCRs:

6.6 The assessment of the performance of the Employee will be based on the following rating

(b) Such overall rating represents the outcome of the performance appraisal.

(d) and 6.5.2 (d) above; and

(a) An overall rating is calculated by adding the overall scores as calculated in 6.5.1

6.5.3 Overall rating

calculated above.

(d) An overall score will be calculated based on the total of the individual scores

contracting process, to provide a score

(c) This rating should be multiplied by the weighting given to each CCR during the

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

standards have been met

(a) Each CCR should be assessed according to the extent to which the specified

6.5.2 Assessment of the CCRs:

calculated above.

(d) An overall score will be calculated based on the total of the individual scores

formal assessment; and

(c) The Employee will submit his self-evaluation to the Employer prior to the

evidence of performance where a disagreement

performance plan. During assessment, the employee has a chance to submit

automatically. These scores are carried over to the applicable employee's

under performance are calculated and converted to the 1-5 point scale

- 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

Level	% score	Terminology	Description
4	133 – 166	Performance significantly above Expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	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.

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9.1 The Employer shall:

9. OBLIGATIONS OF THE EMPLOYER

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

8. DEVELOPMENTAL REQUIREMENTS

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

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

performance;
7.3 Performance feedback shall be based on the Employer's assessment of the Employee's
7.2 The Employer shall keep a record of the mid-year review and annual assessment meetings;

Quarter	Review Period	Review to be completed by
1	July – September 2018	October 2018
2	October – December 2018	February 2019
3	January – March 2019	April 2019
4	April – June 2019	August 2019

quarter may be verbal if performance is satisfactory:
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

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

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- 11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
- 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:
- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11. MANAGEMENT OF EVALUATION OUTCOMES

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

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

10. CONSULTATION

- 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.
- 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
- 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.2 Provide access to skills development and capacity building opportunities;
- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;

Thus done and signed at Phalaborwa on this the 16 day of July 2018

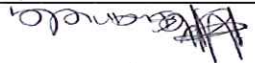
13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer;
13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or 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.

13. GENERAL

12.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.
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
12.1 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. DISPUTE RESOLUTION

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

2.  _____

MUNICIPAL MANAGER

 _____

1.  _____


AS WITNESSES:

Thus done and signed at Boathaven on this the 16th day of July 2018

2.  _____

ACTING SENIOR MANAGER: TECHNICAL SERVICES

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1.  _____

AS WITNESSES:

Annexure A

DRAFT PERFORMANCE PLAN

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I MOAKAMELA

["the Employer"]

AND

SINAH MAHUMANI

ACTING SENIOR MANAGER TECHNICAL SERVICES

["the Employee"]

TECHNICAL SERVICES

TECHNICAL SERVICES SCORECARD 2018 - 2019

VISSION : " 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

KPA 1:

SPATIAL RATIONALE

1/1/2012

KPA 1: Spatial Rationale 5%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	

1.1 Spatial Rationale

1.1.4	Governance and Administration	Facilitate sustainable development	Number of monthly Land Use Management Meetings attended	Acting Senior Manager Technical Services	10	11	Opex	3	5	8	11	Land Management minutes, agenda and reports
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2.2 Building Plans

2.2.1	Technical Infrastructure	Provision of sustainable Integrate infrastructure and services	Number of illegal buildings inspected per quarter	Acting Senior Manager Technical Services	96	100	Opex	25	50	75	100	Notices issued for illegal buildings
2.2.2	Technical Infrastructure	Provision of sustainable Integrate infrastructure and services	Number of plans approved within 20 working days	Acting Senior Manager Technical Services	33	70	Opex	20	30	40	70	Report

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1/10/01

KPA 2:

BASIC SERVICE DELIVERY

KPA 2: Basic Service Delivery 60%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 18)	2 nd Quarter (1 Oct - 31 Dec 18)	3 rd Quarter (1 Jan - 31 Mar 19)	4 th Quarter (1 Apr - 30 Jun 19)	
2.1 Water Services												
2.1.1	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of water connected within 15 days per quaeater	Acting Senior Manager Technical Services	60	60	Opex	15	30	45	60	Job card
2.1.2	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of wards attended for leak dictator per quarter (Reduction of water losses)	Acting Senior Manager Technical Services	18	18		4	9	13	18	report
2.1.3	Technical infrastructure	Provision of sustainable integrate infrastructure	Number of old water meter relocated to outside the yard per quarter	Acting Senior Manager Technical Services	350	350	Opex	88	176	264	350	Report

1/2/2019

KPA 2: Basic Service Delivery 60%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 18)	2 nd Quarter (1 Oct - 31 Dec 18)	3 rd Quarter (1 Jan - 31 Mar 19)	4 th Quarter (1 Apr - 30 Jun 19)	
2.1.4	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of samples taken from water distribution to laboratory for testing per quarter (improving water quality to Blue Drop Compliance)	Acting Senior Manager Technical Services	12	12	Opex	3	6	9	12	report
2.1.5	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of samples taken from boreholes to laboratory for testing per quarter	Acting Senior Manager Technical Services	16	16	Opex	4	8	12	16	report
2.1.6	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of Reviewed water maintenance plan	Acting Senior Manager Technical Services	1	1	Opex	n/a	n/a	n/a	1	Reviewed maintenance plan
2.1.7	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of Local Water Forum meeting attended	Acting Senior Manager Technical Services	1	2	-	-	1	-	2	Minutes of the meeting, attendance register
2.2 Electricity												
2.2.1	Technical infrastructure	Provision of sustainable	Expenditure on electricity	Acting Senior Manager	R5512353.05	R20.25m	R20.25m	R5m	R10m	R15m	R20.25m	Payment certificates and

KPA 2: Basic Service Delivery 60%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 18)	2 nd Quarter (1 Oct - 31 Dec 18)	3 rd Quarter (1 Jan - 31 Mar 19)	4 th Quarter (1 Apr - 30 Jun 19)	
		Integrate infrastructure and services	capital funding spent per quarter	Technical Services								Expenditure report
2.2.2	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of Reviewed of electricity maintenance plan by 30/06/2018	Acting Senior Manager Technical Services	1	1	Opex	n/a	n/a	1	n/a	Reviewed maintenance plan
2.2.3	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of assessment per semester of electricity infrastructure in all municipal building	Acting Senior Manager Technical Services	2	2	Opex	n/a	1	n/a	2	Assessment Report
2.2.4	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of quarterly planned cleaning and inspections	Acting Senior Manager Technical Services	6	6		2	3	5	6	Inspection Report
2.2.5	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of quarterly Local Energy Forum meeting attended	Acting Senior Manager Technical Services	11	6		2	3	4	6	Minutes of the meeting, attendance register
2.2.6	Technical infrastructure	Provision of sustainable integrate infrastructure	Number of quarterly meeting attended	Acting Senior Manager Technical Services	11	6		2	3	4	6	Minutes of the meeting

1/5/18

KPA 2: Basic Service Delivery 60%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
	Technical Infrastructure	Provision of sustainable integrated infrastructure and service	Number of HH with access to electricity by 30/06/2019	Senior Manager Technical	42316	Reporting indicator	R0	Reporting indicator				BPM billing to consumers, and Ekom bill
2.3 Fitting & Mechanical												
2.3.1	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of quarterly Inspection conducted of Mechanical infrastructure at Lulekani, Namakgale & Phalaborwa Purification plants	Acting Senior Manager Technical Services	4	4		1	2	3	4	Assessment Report
2.3.2	Technical Infrastructure	Provision of sustainable Integrate infrastructure and services	Number of monthly assessment conducted on the condition of sewer pump station	Acting Senior Manager Technical Services	12	12		3	6	9	12	Monthly Report
2.4 Roads & Storm Water												
2.4.1	Technical infrastructure	Provision of sustainable	Number of km of gravel roads	Acting Senior Manager	3.8km	2.1km	R16.6m	0km	1km	1.7km	2.1km	Project Report, Projects completion

10/11

KPA 2: Basic Service Delivery 60%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 18)	2 nd Quarter (1 Oct - 31 Dec 18)	3 rd Quarter (1 Jan - 31 Mar 19)	4 th Quarter (1 Apr - 30 Jun 19)	
		Integrated infrastructure and services	upgraded to tar per quarter (Benfarm0,8, Tambo phase 1 is about 0,7 km and Tshelang gape is 0,6	Technical Services								certificates and report
2.4.2	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	R-value and % of roads capital funding spent per quarter	Acting Senior Manager Technical Services	R21,4m	R23,9m	R23,9m	R4m	R12m	R18m	R23,9m	Payment Certificates and expenditure report
2.4.3	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of reviewed Roads and storm water maintenance programme	Acting Senior Manager Technical Services	2	2		n/a	1	n/a	2	Reviewed Maintenance programme
2.4.4	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of Total m ² of road patched per quarter	Acting Senior Manager Technical Services	1 000 m ²	1 000 m ²		250 m ²	500 m ²	750 m ²	1000 m ²	
2.4.5	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of km of gravel roads graded per quarter	Acting Senior Manager Technical Services	500	500		100	200	350	500	

KPA 2: Basic Service Delivery 50%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 18)	2 nd Quarter (1 Oct - 31 Dec 18)	3 rd Quarter (1 Jan - 31 Mar 19)	4 th Quarter (1 Apr - 30 Jun 19)	
2.4.6	Technical infrastructure	Provision of sustainable infrastructure and services	Number of monthly barrel of culvert (storm water cleaned)	Acting Senior Manager Technical Services	12	12		3	6	9	12	Reports
2.4.7.	Technical infrastructure	Provision of sustainable infrastructure and services	Number of monthly Road maintenance forum attended	Acting Senior Manager Technical Services	11	9		2	4	6	9	Minutes of the meeting
2.5 Implementation of MIG Projects												
2.5.1	Economic	Promotion of local economy	Number of Projects implemented	Municipal Manager	5	4		1	2	3	4	EPWP Report
2.5.2	Technical infrastructure	Provision of sustainable infrastructure and services	Number of monthly MIG district meeting attended	Acting Senior Manager Technical Services	12	9		2	4	6	9	Minutes, attendance register
2.5.3	Technical	Provision of sustainable	Number of quart rely MIG	Acting Senior Manager Technical	4	4		1	2	3	4	Minutes, attendance register

1/1/19

KPA 2: Basic Service Delivery 60%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 18)	2 nd Quarter (1 Oct - 31 Dec 18)	3 rd Quarter (1 Jan - 31 Mar 19)	4 th Quarter (1 Apr - 30 Jun 19)	
	infrastructure	Integrate infrastructure and services	Provincial meeting attended	Services								
2.5.4	Technical infrastructure	Provision of sustainable infrastructure and services	Number of monthly MIG reports compiled and submitted	Acting Senior Manager Technical Services	12	12		3	6	9	12	Report
2.5.5	Technical infrastructure	Provision of sustainable infrastructure and services	R-value of capital budget spent per quarter (MIG)	Acting Senior Manager Technical Services	R29.690m	R38m	CPEX	R15m	R25m	R30m	R38m	Expenditure report
2.6 Sanitation												
2.6.1	Technical infrastructure	Provision of sustainable infrastructure and services	Number of reviewed of sanitation maintenance plan	Acting Senior Manager Technical Services	2	2		n/a	1	n/a	2	Reviewed maintenance plan
2.6.2	Technical infrastructure	Provision of sustainable infrastructure and services	Number of sample taken and delivered to an approved laboratory per quarter (Waste water)	Acting Senior Manager Technical Services	-	24		6	12	18	24	Report

KPA 2: Basic Service Delivery 60%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
2.6.3	Technical Infrastructure	Provision of sustainable infrastructure and services	Number Sewer blockage attended to within 24 hours of reporting per quarter	Acting Senior Manager Technical Services	1100	1200	Opex	300	600	900	1200	Inspection sheet
2.7 Municipal Buildings and Other Facilities												
2.7.1	Technical Infrastructure	Provision of sustainable infrastructure and services	Number of approved maintenance schedules of municipal buildings	Acting Senior Manager Technical Services	Acting Senior Manager Technical Services	2	Opex	n/a	1	n/a	2	Maintenance Report
2.7.2	Technical Infrastructure	Provision of sustainable infrastructure and services	Total square meters to be attended for fixing of ceiling for Municipal buildings per quarter (Town halls and offices)	Acting Senior Manager Technical Services	Acting Senior Manager Technical Services	400 M ²	100M ²	200M ²	300M ²	400M ²		
2.7.3	Technical Infrastructure	Provision of sustainable	Number of replacement of	Acting Senior Manager	106	110		20	50	75	110	Report

1/1/19

KPA 2: Basic Service Delivery 60%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 18)	2 nd Quarter (1 Oct - 31 Dec 18)	3 rd Quarter (1 Jan - 31 Mar 19)	4 th Quarter (1 Apr - 30 Jun 19)	
		Integrate infrastructure and services	stolen manholes per quarter	Technical Services								

KPA 3:

**MUNICIPAL FINANCIAL VIABILITY AND
MANAGEMENT**

Tom

KPA 3: Municipal Financial Viability and Management

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 18)	2 nd Quarter (1 Oct - 31 Dec 18)	3 rd Quarter (1 Jan - 31 Mar 19)	4 th Quarter (1 Apr - 30 Jun 19)	
3.1 Financial Management												
3.1.1	Governance and administration	Improve financial viability	R-value and % of Budget spent per quarter	Acting Senior Manager Technical Services	100%	100%		25%	50%	75%	100%	Financial report
3.1.2	Good governance and administration	Advance good corporate governance	Number of approved departmental adjustments budget	Acting Senior Manager Technical Services	1	1		n/a	n/a	1	n/a	Approved Adjustment budget document; council resolution

10/11

KPA 4:

LOCAL ECONOMIC DEVELOPMENT

15mm

L/M

KPA 4: Local Economic Development

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (31/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 18)	2 nd Quarter (1 Oct - 31 Dec 18)	3 rd Quarter (1 Jan - 31 Mar 19)	4 th Quarter (1 Apr - 30 Jun 19)	
4.1 Job Creation												
4.1.1	Economic	Develop tourism and grow the economy	Number of quarterly jobs created through capital projects by 30/06/2019 (Temporary jobs)	Acting Senior Manager Technical Services	63	110	R2,m	20	50	110	n/a	ID Numbers of people appointed and Payroll Reports
4.1.2	Economic	Promotion of local economy	Number of full time equivalent jobs created through the EPWP	Acting Senior Manager Technical Services	89	73	R1,m	10	50	73	n/a	ID Numbers of people appointed and Payroll Reports

KPA: 5

**MUNICIPAL TRANSFORMATION &
INSTITUTIONAL DEVELOPMENT**

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LTM

KPA 5: Municipal Transformation and Institutional Development 10%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
5.1 Organisational Design & Human Resource												
5.1.1	Good governance and administration	Attract, develop and retain best human capital	Number of Reviewed Departmental Organizational structure by 30/06/19	Acting Senior Manager Technical Services	1	1	n/a	n/a	n/a	1	n/a	Council resolution on reviewed organizational structure with dates
5.1.2	Good governance and administration	Attract, develop and retain best human capital	Submission of attendance registers by the 1 st of each month	Acting Senior Manager Technical Services	12	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	Acting Senior Manager Technical Services	-	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	Acting Senior Manager Technical Services	-	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

1/1/19

KPA 5: Municipal Transformation and Institutional Development 10%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 18)	2 nd Quarter (1 Oct - 31 Dec 18)	3 rd Quarter (1 Jan - 31 Mar 19)	4 th Quarter (1 Apr - 30 Jun 19)	
5.1.5	Good governance and administration	Attract, develop and retain best human capital	Number of monthly Departmental Safety meetings held	Acting Senior Manager Technical Services	11	11		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 th of each month	Acting Senior Manager Technical Services	-	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
5.2 Skills Development												
5.2.1	Good governance and administration	Attract, develop and retain best human capital	Number of Reviewed and submitted departmental Skills Development Plan by 30/06/19	Acting Senior Manager Technical Services	1	1		n/a	n/a	1	n/a	WSP & proof of submission to LG SETA
5.3 Performance Management System												
5.3.1	Good governance and administration	Good corporate governance and public participation	Number of monthly scheduled senior management meetings attended 30/06/19	Acting Senior Manager Technical Services	11	11		3	5	8	11	Minutes, attendance register
5.3.2	Good governance and administration	Good corporate governance and public participation	Number of monthly scheduled departmental meetings held by 30/06/19	Acting Senior Manager Technical Services	11	11		3	5	8	11	Minutes for senior management meetings
5.3.3	Good governance and administration	Good corporate governance and public participation	Number of monthly scheduled portfolio committee meetings held by 30/06/19	Acting Senior Manager Technical Services	11	11		3	2	3	3	Portfolio committee minutes

1/1/19

KPA 5: Municipal Transformation and Institutional Development 10%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
5.3.4	Good governance and administration	Good corporate governance and public participation	Number Signed of performance agreement	Acting Senior Manager Technical Services	1	1		1	n/a	n/a	n/a	Copies of signed Performance Agreements & submission letters to CoGHSTA.

KPA 6:

GOOD GOVERNANCE & PUBLIC PARTICIPATION

1/10/11

KPA 6: Good Governance and Public Participation 25%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
6.1 Council and Executive Management												
6.1.1	Good governance and administration	Advance good corporate governance	Number of quarterly scheduled Council meetings attended by 30/06/2019	Acting Senior Manager Technical Services	7	7		2	3	5	7	Minutes, attendance register
6.1.2	Good governance and administration	Advance good corporate governance	Number of monthly scheduled EXCO meetings attended by 30/06/2019	Acting Senior Manager Technical Services	11	11		3	5	8	11	Minutes of EXCO meetings, attendance register
6.1.3	Good governance and administration	Advance good corporate governance	Number of quarterly resolution register implemented	Acting Senior Manager Technical Services	6	6		2	3	5	6	Proof of submission
6.1.4.	Good governance and administration	Advance good corporate governance	Deadline for submission of items/reports for Senior management /Exco/Council	Acting Senior Manager 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	Enhance stakeholder involvement	Number of IDP Rep Forum meetings	Acting Senior Manager Technical	5	3		1	0	2	3	Attendance registers, agendas,

KPA 6: Good Governance and Public Participation 25%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
	administration		attended by 30/06/2019	Services								Invitations
6.2.2	Good governance and administration	Enhance stakeholder involvement	Number of IDP Steering Committee meetings attended by 30/06/2019	Acting Senior Manager Technical Services	5	4		1	2	3	4	Attendance registers, agendas, invitations
6.2.3	Good governance and administration	Enhance stakeholder involvement	Number of IDP Technical Committee meeting attended by 30/06/2019	Acting Senior Manager Technical Services	5	4		1	2	3	4	Attendance registers, agendas, invitations
6.2.4	Good governance and administration	Enhance stakeholder management	Number of quarterly Mayorol izimbizos and public participation attended	Acting Senior Manager Technical Services	4	4	Opex	1	2	3	4	Attendance register, imbizo report
6.2.5	Good governance and administration	Enhance stakeholder management	Deadline of submission of responses to batho Pele report within 7days of issue to Office of the MM	Acting Senior Manager Technical Services	Within 7days of issue of Batho Pele Report	Within 7days of issue of Batho Pele Report		Within 7days of issue of Batho Pele Report	Within 7days of issue of Batho Pele Report	Within 7days of issue of Batho Pele Report	Within 7days 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	Number of monthly Local Labour Forum meetings attended by	Acting Senior Manager Technical Services	11	11		3	5	8	11	Agenda, Minutes of LLF and attendance register



KPA 6: Good Governance and Public Participation 25%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 18)	2 nd Quarter (1 Oct - 31 Dec 18)	3 rd Quarter (1 Jan - 31 Mar 19)	4 th Quarter (1 Apr - 30 Jun 19)	
6.4 Internal Audit												
6.4.1	Good governance and administration	Advance good corporate governance	Number of quarterly Audit Committee meetings attended	Acting Senior Manager Technical Services	7	7		2	4	5	7	Minutes, attendance register
6.4.2	Good governance and administration	Advance good corporate governance	% implementation of Internal Audit Plan by 30/06/19	Acting Senior Manager Technical Services	100%	100%	Opex	20%	50%	75%	100%	Audit committee report to council
6.4.3	Good governance and administration	Advance good corporate governance	% implementation of Internal Audit Action Plan by 30/06/19	Acting Senior Manager Technical Services	50%	100%	Opex	50%	75%	90%	75%	Internal Audit Follow-up report
6.4.4	Good governance and administration	Advance good corporate governance	Number of quarterly POEs files submitted for quarterly performance audits to Internal Audit	Acting Senior Manager Technical Services	4	4	Opex	1	2	3	4	Dated proof of submission to Internal Audit.
6.4.5	Good governance and administration	Good corporate governance and public participation	% of audit queries addressed (2016/17 Audit Report)	Acting Senior Manager 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	% of audit queries addressed (2017/18)	Acting Senior Manager Technical Services	75%	80%		n/a	n/a	50%	80%	Audited AG Action Plan

1/1/19

KPA 6: Good Governance and Public Participation 25%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 18)	2 nd Quarter (1 Oct - 31 Dec 18)	3 rd Quarter (1 Jan - 31 Mar 19)	4 th Quarter (1 Apr - 30 Jun 19)	
6.4.7	Good governance and administration	Advance good corporate governance	Number of 2017/18 AFS and Annual report submitted to AG by 31/08/18	Acting Senior Manager Technical Services	1	1		1	n/a	n/a	n/a	Submission letter and copy of final AFS
6.5 Risk Management & Security management												
6.5.1	Governance and Administration	Advance good corporate governance	Number of monthly departmental Risk register implemented	Acting Senior Manager Technical Services	11	11		3	5	8	11	Departmental Security Risk reports
6.5.2	Good governance and administration	Advance good corporate governance	Number of quarterly risk committee meetings held by 30/06/19	Acting Senior Manager Technical Services	4	4		1	2	3	4	Minutes, attendance registers
6.6 Communications												
6.6.1	Good governance and administration	Advance good corporate governance	% Submission of information for publishing on the website as according to legislation checklist per quarter	Acting Senior Manager Technical Services	-	100%	Opex	100%	100%	100%	100%	Dated proof of submission to Communications Unit and legislation checklist

17/11/18

1/10/11

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	Ward No.	Quarterly Outputs 2018/19				Evidence required
							1 st Quarter 01 Jul - 30 Sept 2018	2 nd Quarter 01 Oct - 31 Dec 2018	3 rd Quarter 01 Jan - 31 Mar 2019	4 th Quarter 01 Apr - 30 Jun 2019	
Electricity											
	Acting Senior Manager Technical Services	High mast lights	R1.5m	01/07/18	30/06/19		R1.5m	R0	R0	R0	Progress reports and Completion report and Completion Certificate
	Acting Senior Manager	Installation remote controls in substations	R3m	01/07/18	30/06/19		R3m	R0	R0	R0	Progress reports and Completion report and

1/1/18

17/04

Sports Facilities										
	Technical Services								Completion Certificate	
	Acting Senior Manager Technical Services	Mashishimale Sports Complex	R2 000.00	01/07/18	30/06/19	8,9,10	Construction Site meeting	Construction Site meeting	Completion of the project Handover to Municipality	Progress reports and Completion report and Completion Certificate
Roads and storm water										
	Acting Senior Manager Technical Services	Installation of storm water culverts at Mashishimale-Lejori (Ward 10), Makhushane (Ward 2), Lulekani (Ward15) and Humulani (Ward 16)	R1.5 m	01/07/18	30/06/19	10,2,1,5,16	Specification Advetise evaluation adjudication appointment of contractor Handover of the site	Construction Site meeting	Completion of the project Handover to Municipality	Bid Committees minutes and registers, advertisements. Progress reports and Completion report and Completion Certificate
MIG										
	Acting Senior Manager Technical Services	Upgrading of Benfarm street	R 6063838.75	01/07/18	30/06/19	3/17	Construction Site meeting	Construction Site meeting	Completion of the project Handover to Municipality	Progress reports and Completion report and Completion Certificate

Acting Senior Manager Technical Services	Selwane sport complex	R 1268390 1.26	01/07/18	30/06/19	18	Construction Site meeting	Construction Site meeting	Completion of the project Handover to Municipality	Completion of the project Handover to Municipality	Progress reports and Completion Certificate
Acting Senior Manager Technical Services	Upgrading of gravel road to tar Tambo upgrading of street phase 2	R511740 9.99	01/07/18	30/06/19	13	Construction Site meeting	Construction Site meeting	Construction Site meeting	Completion of the project Handover to Municipality	Progress reports and Completion Certificate
Acting Senior Manager Technical Services	Tshehang gape to R71 upgrading	R 5500000 .00	01/07/18	30/06/19	1 & 4	Construction Site meeting	Construction Site meeting	Construction Site meeting	Completion of the project Handover to Municipality	Progress reports and Completion Certificate
Acting Senior Manager Technical Services	Refurbishment of Namakgale Stadium	R500 00 0.00	01/07/18	30/06/19		Specifications and advertisement	Construction Site meeting	Construction Site meeting	Completion of the project Handover to Municipality	Bid Committees minutes and registers, advertisements. Progress reports and Completion report and Completion Certificate

Employee's Signature:

Imphokwele
Municipal Manager's Signature:

SAFT

Date:

16/07/2018

Imrekanda

Date:

16/07/2018

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	Service delivery	Inability to provide electricity services and road maintenance	<ol style="list-style-type: none"> 1. Poor maintenance of electricity and roads infrastructure. 2. Lack of upgrading of electricity and road infrastructure. 3. Non implementation of the electricity and road master plan 	25	<ol style="list-style-type: none"> 1. Electricity maintenance plan in place. 2. Master plan in place 	10	<ol style="list-style-type: none"> 1. Implementation of the electricity maintenance plan. 2. Implement the project as indicated in the SDBIP 3. Implement roads maintenance plan 	Monthly Quarterly 3. July 2018 Monthly monitoring
Provision of sustainable integrated infrastructure	Service delivery	Ageing infrastructure	<ol style="list-style-type: none"> 1. Inadequate implementation of the maintenance plan (roads and building) 	12	<ol style="list-style-type: none"> 1. Implementation of responsive maintenance 	9.6	<ol style="list-style-type: none"> 1. Prioritization of repairs and maintenance projects 	31 July 2018

Link objectives	Risk description	Background (Cause)	Impact	Likelihood	Perceived control effectiveness	Current control	Actions to improve	Time Scale
and services			<ul style="list-style-type: none"> 2. Lack of building infrastructure master plan 3. Lack of storm water master plan 		<ul style="list-style-type: none"> plan on infrastructure 2. Periodic maintenance plan on roads. 		<ul style="list-style-type: none"> 2. Implementation of road master plan 3. Review maintenance plan for buildings 	<ul style="list-style-type: none"> Monthly 31 July 2018
Improve financial viability	Financial	Unfavourable audit outcome (Disclaimer)	1. Loss of supporting documents/Limitation of scope	25	<ul style="list-style-type: none"> 1. Monthly Audit Steering Committee Meetings. (Exco/ Management) 3 Supply Chain Management Policy 4. AG Action plan. 	20	<ul style="list-style-type: none"> 2. Implementation and Monitoring of the AG Action Plan and Internal audit recommendation 	Quarterly

["the Employee"]

ACTING SENIOR MANAGER TECHNICAL SERVICES

SINAH MAHUMANI

AND

["the Employer"]

M I MOAKAMELA

AS REPRESENTED BY THE MUNICIPAL MANAGER

BAPHALABORWA MUNICIPALITY

ENTERED INTO BY AND BETWEEN:

(PDP)

PERSONAL DEVELOPMENT PLAN

Annexure B

5
TAMM

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 and/or development activity)	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, following appraisal criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace reporting to him/her, following appraisal criteria, within relevant time frames	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)	E.g. 1. Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him/her, following appraisal set against criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard] R6 000 not exceeding	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
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		

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.

5
Tim

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.

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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Column 5: Suggested Time Lines

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.

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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Column 4: Suggested Mode of Delivery

Training needs must be identified with due regard to cost effectiveness and listed in column 3.

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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Column 3: Suggested Training

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

1. Skills/Per formance Gap (in order of priority)	2. Outcomes Expected and/or 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 opportunities created to practice skill/develop ment area	7. Support Person
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Column 7: Support Person

This further ensures internalization of information gained as well as return on investment (to have skill but a necessary to have skill that is used in the workplace).

1. Skills/Per formance Gap (in order of priority)	2. Outcomes Expected and/or 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 opportunities created to practice skill/develop ment area	7. Support Person
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Column 6: Work Opportunity Created to Practice Skills / Development Area

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:

16/07/2018

Date:

16/07/2018

Annexure C

CORE COMPETENCY FRAMEWORK

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M I MOAKAMELA

["the Employer"]

AND

SINAH MAHUMANI

ACTING SENIOR MANAGER TECHNICAL SERVICES

["the Employee"]

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

Employee's Signature:

[Handwritten Signature]

Date:

16/07/2018

Municipal Manager's Signature:

[Handwritten Signature]

Date:

16/07/2018