BELA-BELA LOCAL MUNICIPALITY

SALUS ET VITA

2017/2018

PERFORMANCE AGREEMENT

FOR

SMM MAKHUBELA

MUNICIPAL MANAGER

S.M.

M.J AM D TE

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

THE BELA-BELA LOCAL MUNICIPALITY

AS REPRESENTED BY THE MAYOR

COUNCILLOR MJ NGOBENI

(Herein and after referred to as the Employer)

AND

MUNICIPAL MANAGER

SM MAKHUBELA

(Herein and after referred to as the Employee)

FOR THE PERIOD

01 APRIL 2018 TO 30 JUNE 2018 FINANCIAL YEAR

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 No. 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 "**Core competencies**"- means competencies that cut across all levels of work in a municipality and enhance contextualized leadership that guarantees service delivery impact;

1.5.2 "**Leading competencies**"- means competencies that are required to develop clear institutional strategy, initiate, drive and implement programs to achieve long-term sustainable and measurable service delivery performance results;

1.5.3 "**this Agreement**"- means the performance Agreement between the Employer and the Employee and the Annexures thereto:

1.5.4 "**the Mayor**"- means the Mayor of council appointed in terms of the Local Government: Municipal Structures Act No. 117 of 1998;

1.5.5 "**the Employee**"- means the **Municipal Manager** appointed in terms of Section 54A of the Local Government: Municipal Systems Act No. 32 of 2003;

1.5.6 "**the Employer**"- means Bela-Bela Municipal Council ; and

1.5.7 "**the Parties**" means the Employer and the Employee

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1.5.8 Regulations

1.5.8.1 Local Government: Municipal Planning and Performance Management regulations, 2001

1.5.8.2 Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly Accountable to Municipal Managers, 2006

1.5.8.3 Local Government: Regulations on appointment and conditions of employment of senior managers. (17 January 2014)

1.5.8.4 Local Government: Municipal Regulations on minimum Competency Levels, 2007, issued in terms of the Municipal Finance Management Act, No. 56 of 2003, as published under Government Notice No. 493 in Government Gazette No. 29967 of 15 June 2007

1.5.9 "**Senior Manager**" – means a Municipal Manager or Acting Municipal Manager, appointed in terms of section 54A of the Act, and includes a manager directly accountable to a municipal manager appointed in terms of section 56 of the Act.

1.5.10 "**Evaluation Panel**"- means the committee constituted for the purpose of evaluating performance of the Municipal Manager and Managers directly accountable to the Municipal Manager.

2. PURPOSE OF THE PERFORMANCE AGREEMENT

2.1 The purpose of this Agreement is to:

2.1.1 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;

2.1.2 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 (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;

2.1.3 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

2.1.4 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement;

2.1.5 Monitor and measure performance against set targeted outputs;

2.1.6 Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;

2.1.7 Reward the **Employee** appropriately, in the event of outstanding performance;

2.1.8 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

2.1.9 Consign the fiduciary responsibilities of the Municipal Manager or Accounting Officer as outlined in Section (61) (62) ,(63), (64) & (65) of the Local Government Municipal Finance Management Act No 56 of 2003.

3 COMMENCEMENT AND DURATION

3.1 This Agreement will commence on **1 April 2018**, irrespective of the date on which it was signed by both **Parties**, and will remain in force until **30 June 2018** 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 that 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 Parties agree to review the provisions of this agreement during **June** each year

3.5 If at any time during the validity of this Agreement the work environment alters to the extent that the contents of this Agreement are no longer appropriate, the contents must, by mutual agreement between the **Parties**, immediately be revised;

4 PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out-

4.1.1 The performance objectives,

4.1.2 The time frames within which those performance objectives and targets must be met; and

4.1.3 The Competencies comprising of the Leading Competencies and the Core Competencies

4.2 The performance objectives, and targets reflected in Performance Plan are set by the **Employer** in consultation with the **Employee** and based on the approved 2017/2018 Integrated Development Plan, approved 2017/2018 Service Delivery and Budget Implementation Plan (SDBIP) and the 2017/2018 approved Annual Budget of the **Employer**, and shall include:

4.2.1 Key objectives: that describes the main tasks that need to be done;

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4.2.2 Key performance indicators: that provides the details of the evidence that must be provided to show that a key objective has been achieved;

4.2.3 Target dates: that describes 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.

4.5 Disclosure of Financial Interests (Annexure C) set out the financial interests of the employee

5 PERFORMANCE MANAGEMENT SYSTEM

5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the municipality;

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 Competencies: Leading- and Core Competencies, 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 Competencies: Leading- and Core Competencies respectively.

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

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5.5.3 KPAs covering the main areas of work will account for 80% and Competencies: Leading – and Core Competencies 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

	Key Performance Areas	**Weighting**
1	Service Delivery and Infrastructure Development	**36%**
2	Municipal Institutional Development and Transformation	**11%**
3	Local Economic Development (LED)	**1%**
4	Municipal Financial Viability and Management	**28%**
5	Good Governance and Public Participation	**18%**
6	Spatial Rationale	**6%**
	Total	**100%**
The KPA must constitute 100% and be converted to 80%		

6. COMPETENCY FRAMEWORK[1]

6.1 A person appointed as a senior manager must have the competencies as set out in this framework. Focus must also be placed on the following key factors:

(a) Critical leading competencies that drive the strategic intent and direction of local government;

(b) Core competencies which senior managers are expected to possess, and which drive the execution of the leading competencies; and

(c) The eight Batho Pele principles.

[1] This competency Framework replaces regulation 26 (8) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, (Government Notice No. 805) as published in Government Gazette No. 29089 of 1 August 2006.

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6.2 The competency framework consists of **six leading competencies** which comprise of twenty (20) driving competencies that communicate what is expected for effective performance in local government.

6.3 The competency framework further involves **six core competencies** that act as drivers to ensure that the leading competencies are executed at an optimal level.

6.4 **Competency Framework Structure**

6.4.1 The competencies that appear in the competency framework are detailed below:

CRITICAL LEADING COMPETENCIES	
Six (6) Leading Competencies	**Twenty (20) driving competencies**
Strategic Direction and Leadership	• Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness
People Management	• Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management
Program and Project Management	• Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation
Financial Management	• Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring
Change Management	• Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation
Governance Leadership	• Policy Formulation • Risk and Compliance Management • Cooperative Governance
SIX (6) CORE COMPETENCIES	
Moral Competence	
Planning and Organising	
Analysis and Innovation	
Knowledge and Information Management	
Communication	
Results and Quality Focus	

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7. PERFORMANCE ASSESSMENT

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

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

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

7.2 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;

7.3 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;

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

7.5 The Annual performance appraisal will involve:

7.5.1 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.

7.5.2 Assessment of the Leading Competencies and Core Competencies:

(a) There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance.

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(b) All competencies must therefore be considered as measurable and critical in assessing the level of a senior manager's performance.

(c) The competency framework is underscored by four (4) achievement levels that act as benchmark and minimum requirements for other human capital interventions, which are, recruitment and selection, learning and development, succession and planning, and promotion.

7.5.3 Achievement Levels

7.5.3.1 The achievement levels indicated in the table below serves as a benchmark for the appointments, succession planning and development interventions.

7.5.3.2 Individuals falling within the Basic range are deemed unsuitable for the role of senior manager, and caution should be applied in promoting and appointing such persons.

7.5.3.3 Individuals that operate in the Superior range are deemed highly competent and demonstrate an exceptional level of practical knowledge, attitude and quality. These individuals should be considered for higher positions, and should be earmarked for leadership programs and succession planning.

Achievement Levels	**Description**
Basic 1	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
Competent 2	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
Advanced 3	Develops and applies complex concepts, methods and understanding. Effectively directs and leads group and executes in-depth analyses
Superior 4	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods.

7.5.4 Competency Description: LEADING COMPETENCIES

Cluster	Leading Competencies			Weight
Competency Name	Strategic Direction and Leadership[1]			15%
Competency Definition	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate			
ACHIEVEMENT LEVELS				
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**	
• Understand the institutional and departmental strategic objectives, but lacks ability to inspire others to achieve set mandate • Describe how specific tasks link to the institutional strategies but has limited influence in directing strategy • Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole • Demonstrate a basic understanding of key decision makers	• Give direction to a team in realising the institution's strategic mandate and set objectives • Has a positive impact and influence on the morale, engagement and participation of team members • Develop actions plans to execute and guide strategy implementation • Assist in defining performance measures to monitor the progress and effectiveness of the institution • Displays and awareness of institutional structures and political factors • Effectively communicate barriers to execution to relevant parties • Provide guidance to all stakeholders in the	• Evaluate all activities to determine value and alignment to strategic intent • Display in-depth knowledge and understanding of strategic planning • Align strategy and goals across all functional areas • Actively define performance measures to monitor the progress and effectiveness of the institution • Consistently challenge strategic plans to ensure relevance • Understand institutional structures and political factors, and the consequences of actions • Empower others to follow strategic direction and deal with complex situations	• Structure and position the institution to local government priorities • Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework • Hold self-accountable for strategy execution and results • Provide impact and influence through building and maintaining strategic relationships • Create an environment that facilitates loyalty an innovation display a superior level of self-discipline and integrity in actions • Integrate various systems into a collective whole to optimise institutional performance management • Uses understanding of competing interests to manoeuvre successfully to a win/win outcome	

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	achievement of the strategic mandate • Understand the aim and objectives of the institution and relate it to own work	• Guide the institution through complex and ambiguous concern • Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances		

Cluster	Leading Competencies			Weight
Competency Name	People Management[2]			10%
Competency Definition	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build nature relationships in order to achieve institutional objectives			
	ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**	
• Participate in team goal setting and problem solving • Interact and collaborate with people of diverse backgrounds • Aware of guidelines for employee development, but requires support in implementing development initiatives	• Seek opportunities to increase team contribution and responsibility • Respect and support the diverse nature of others and be aware of the benefits of a diverse approach • Effectively delegate tasks and empower others to increase contribution and execute functions optimally • Apply relevant employee legislation fairly and consistently • Facilitate team goal-setting and problem solving • Effectively identify capacity requirements to fulfil the strategic mandate	• Identify ineffective team and work processes and recommend remedial interventions • Recognise and reward effective and desired behaviour • Provide mentoring and guidance to others in order to increase personal effectiveness • Identify development and learning needs within the team • Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism • Inspire a culture of performance excellence by giving positive and constructive feedback to the team • Achieve agreement or consensus in adversarial environments • Lead and unite diverse teams	• Develop and incorporate best practice people management processes, approaches and tools across the institution • Foster a culture of discipline, responsibility and accountability • Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution • Develop comprehensive integrated strategies and approaches to human capital development and management • Actively identify trends and predict capacity requirements to facilitate unified transition and performance management	

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		across divisions to achieve institutional objectives		

Cluster	Leading Competencies			Weight
Competency Name	program and Project Management[3]			5%
Competency Definition	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives			
ACHIEVEMENT LEVELS				
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**	
• Initiate projects after approval from higher authorities • Understand procedures of program and project management methodology, implications and stakeholder involvement • Understand the rational of projects in relation to the institution's strategic objectives • Document and communicate factors and risk associated with own work • Use results and approaches of successful project implementation as guide	• Establish broad stakeholder involvement and communicate the project status and key milestones • Define the roles and responsibilities of the project team and create clarity around expectations • Find a balance between project deadline and the quality of deliverables • Identify appropriate project resources to facilitate the effective completion of the deliverables • Comply with statutory requirements and apply policies in a consistent manner • Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation	• Manage multiple programs and balance priorities and conflicts according to institutional goals • Apply effective risk management strategies through impact assessment and resource requirements • Modify project scope and budget when required without compromising the quality and objectives of the project • Involve top-level authorities and relevant stakeholders in seeking project buy-in • Identify and apply contemporary project management methodology • Influence and motivate project team to deliver exceptional results • Monitor policy implementation and apply procedures to manage risks	• Understand and conceptualise the long-term implications of desired project outcomes • Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives • Consider and initiate projects that focus on achievement of the long-term objectives • Influence people in positions of authority to implement outcomes of projects • Lead and direct translation of policy into workable action plans • Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed	

Cluster	Leading Competencies			Weight
Competency Name	Financial Management[4]			15%
Competency Definition	Able to compile, and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner			
ACHIEVEMENT LEVELS				
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**	
• Understand basic financial concepts and methods as they relate to institutional processes and activities • Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems • Understand the importance of financial accountability • Understand the importance of asset control	• Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate • Assess, identify and manage financial risks • Assume a cost saving approach to financial management • Prepare financial reports based on specified formats • Consider and understand the financial implications of decisions and suggestions • Ensure that delegation and instructions as required by National Treasury	• Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility • Prepare budgets that are aligned to the strategic objectives of the institution • Address complex budgeting and financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management practices • Advise on policies and procedures regarding asset	• Develop planning tools to assist in evaluating and monitoring future expenditure trends • Set budget frameworks for the institution • Set strategic direction for the institution on expenditure and other financial processes • Build and nurture partnerships to improve financial management and achieve financial savings • Actively identify and implement new methods to improve asset control • Display professionalism in dealing with financial data and processes	

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	guidelines are reviewed an updated • Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	control • Promote National Treasury's regulatory framework for Financial Management		

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Cluster	Leading Competencies			Weight
Competency Name	Change Leadership[5]			10%
Competency Definition	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community			
ACHIEVEMENT LEVELS				
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**	
• Display an awareness of change interventions, and the benefits of transformation initiatives • Able to identify basic needs for change • Identify gaps between the current and desired state • Identify potential risk and challenges to transformation, including resistance to change factors • Participate in change programs and piloting change interventions • Understand the impact of change interventions on the institution within the broader scope of Local Government	• Perform an analysis of the change, impact on the social, political and economic environment • Maintain calm and focus during change • Able to assist team members during change and keep them focused on the deliverables • Volunteer to lead change efforts outside of own work team • Able to gain buy-in and approval for change from relevant stakeholders • Identify change readiness levels and assist in resolving resistance to change factors • Design change interventions that are aligned with the institution's strategic objectives and goals	• Actively monitor change impact and results and convey progress to relevant stakeholders • Secure buy-in and sponsorship for change initiatives • Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change • Take the lead in impactful change programs • Benchmark change interventions against best change practices • Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation	• Sponsor change agents and create a network of change leaders who support the interventions • Actively adapt current structures and processes to incorporate the change interventions • Mentor and guide team members on the effect of change, resistance factors and how to integrate change. • Motivate and inspire others around change initiates	

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		• Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation		

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Cluster	Leading Competencies			Weight
Competency Name	Governance Leadership[6]			10%
Competency Definition	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships			
ACHIEVEMENT LEVELS				
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**	
• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders • Provide input into policy formulation	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these • Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution • Actively drive policy formulation within the institution to ensure the achievement of objectives	• Able to link risk initiatives into key institutional objectives and drivers • Identify, analyse and measure risk, create valid risk, create valid risk forecast, and map risk profiles • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives • Demonstrate a thorough understanding of risk retention plans • Identify an implement comprehensive risk management systems and processes • Implement and monitor and formulation of policies, identify and analyse constraints and challenges with implementations and provide recommendations for improvement	• Demonstrate a high level of commitment in complying with governance requirements • Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework • Able to advise Local Government on risk management strategies, best practice interventions and compliance management • Able to forge positive relationships on governance level to enhance the effectiveness of Local Government • Able to shape, direct and drive the formulation of policies on a macro level	

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7.5.5 Competency Description: **CORE COMPETENCIES**

Cluster	Core Competencies			Weight
Competency Name	Moral Competence[1]			5%
Competency Definition	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence			
ACHIEVEMENT LEVELS				
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**	
• Realise the impact of acting with integrity, but requires guidance and development in implementing principles • Follow basic rules and regulations of the institution • Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.	• Conduct self in alignment with values of Local Government and the institution • Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver • Actively report fraudulent and activity of corruption within local government • Understand and honour the confidential nature of matters without seeking personal gain • Able to deal with situations of conflict of interest promptly and in the best interest of local government	• Identify, develop, and apply measures of self-correction • Able to gain trust and respect through aligning actions with commitments • Make proposals and recommendation that are transparent and gain the approval of relevant stakeholders • Present values, beliefs and ides that are congruent with the institution's rules and regulations • Take an active stance against corruption and dishonesty when noted • Actively promote the value of the institution to inernal and external stakeholders • Able to work in unity with a team and not seek personal gain • Apply universal moral principles consistently to achieve moral decisions	• Create an environment conducive of moral practices • Actively develop and implement measures to combat fraud and corruption • Set integrity standards and shared accountability measures across the institution to support the objectives of local government • Take responsibility for own actions and decisions, even if the consequences are unfavourable	

Cluster	Core Competencies			Weight
Competency Name	Planning and Organising[2]			10%
Competency Definition	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk			
ACHIEVEMENT LEVELS				
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**	
• Able to follow basic plans and organise tasks around set objectives • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans • Able to follow existing plans and ensure that objectives are met • Focus on short term objectives in developing plans and actions • Arrange information and resources required for a task, but require further structure and organisation	• Actively and appropriately organise information and resources required for a task • Recognise the urgency and importance of tasks • Balance short and long-term plans and goals and incorporate into the team's performance objectives • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources • Measure progress and monitor performance results	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation • Identify in advance stages and actions to complete tasks and projects • Schedule realistic timelines, objectives and milestones for tasks and projects • Produce clear, detailed and comprehensive plans to achieve institutional objectives • Identify possible risk factors and design and implement appropriate contingency plans • Adapt plans in light of changing circumstances • Prioritise tasks and projects according to their relevant urgency and importance	• Focus on broad strategies and initiative when developing plans and actions • Able to project and forecast short, medium and long term requirements of the institution and local government • Translate policy into relevant projects to facilitate the achievement of institutional objective	

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Cluster	Core Competencies			Weight
Competency Name	Analysis and Innovation[3]			5%
Competency Definition	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives			
ACHIEVEMENT LEVELS				
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**	
• Understand the basic operation of analysis, but lack detail and thoroughness • Able to balance independent analysis with requesting assistance from others • Recommend new ways to perform tasks within own function • Propose simple remedial interventions that marginally challenges the status quo • Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	• Demonstrate logical problem solving techniques and approaches and provide rationale for recommendation • Demonstrate objectivity, insight, and thoroughness when analysing problems • Able to break down complex problems into manageable parts and identify solutions • Consult internal and external stakeholders on opportunities to improve processes and service delivery • Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders • Continuously identify opportunities to enhance internal processes • Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	• Coaches tem members on analytical and innovative approaches and techniques • Engage with appropriate individuals in analysing and resolving complex problems • Identify solutions on various areas in the institution • Formulate and implement new ideas throughout the institution • Able to gain approval and buy in for proposed interventions from relevant stakeholders • Identify trends and best practices in process and service delivery and propose institutional application • Continuously engage in research to identify client needs	• Demonstrate complex analytical and problem solving approaches and techniques • Create an environment conducive to analytical and fact-based problem-solving • Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence • Create an environment that fosters innovative thinking and follows a learning organisation approach • Be a thought leader on innovative customer service delivery, and process optimisation • Plan an active role in sharing best practice solutions and engage in national and international local government seminars and conferences	

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Cluster	Core Competencies			Weight
Competency Name	Knowledge and Information Management[4]			5%
Competency Definition	Able to Promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government			
ACHIEVEMENT LEVELS				
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**	
• Collect, categorise and track relevant information required for specific tasks and projects • Analyse and interpret information to draw conclusions • Seek new sources of information to increase the knowledge base • Regularly share information and knowledge with internal stakeholders and team members	• Use appropriate information systems and technology to manage institutional knowledge and information sharing • Evaluate date from various sources and use information effectively to influence decisions and provide solutions • Actively create mechanisms and structures for sharing of information • Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	• Effectively predict future information and knowledge management requirements and systems • Develop standards and processes to meet future knowledge management needs • Share and promote best-practice knowledge management across various institutions • Establish accurate measures and monitoring systems for knowledge and information management • Create a culture conductive of learning and knowledge sharing • Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information • Establish partnerships across local government to facilitate knowledge management • Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach • Recognise and exploit knowledge points in interactions with internal and external stakeholders	

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Cluster	Core Competencies			Weight
Competency Name	Communication[5]			5%
Competency Definition	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome			
ACHIEVEMENT LEVELS				
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**	
• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools • Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration • Disseminate and convey information and knowledge adequately	• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating • Able to understand, tolerate and appreciate diverse perspectives, attitudes an believes • Adapts communication content and style to suit the audience and facilitate optimal information transfer • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders • Compile clear, focused, concise and well-structures written documents	• Effectively communicate high-risk and sensitive matters to relevant stakeholders • Develop a well-defined communication strategy • Valance political perspectives with institutional needs when communicating viewpoints on complex issues • Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles • Market and promote the institution to eternal stakeholders and seek to enhance a positive image of the institution • Able to communicate with the media with high levels of moral competence and discipline	• Regarded as a specialist in negotiations and representing the institution • Able to inspire and motivate others through positive communication that is impactful and relevant • Creates an environment conducive to transparent and productive communication and critical and appreciative conversations • Able to coordinate negotiations at different levels within local government and externally	

Cluster	Core Competencies			Weight
Competency Name	Results and Quality Focus[6]			5%
Competency Definition	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards, Further, to actively monitor and measure results and quality against identified objectives			
ACHIEVEMENT LEVELS				
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**	
• Understand quality of work but requires guidance in attending to important matters • Show a basic commitment to achieving the correct results • Produce the minimum level of results required in the role • Produce outcomes that is of a good standards • Focus on the quantity of output but requires development in incorporating the quality of work • Produce quality work in general circumstances, but fails to meet expectation when under pressure	• Focus on high priority actions and does not become distracted by lower-priority activities • Display firm commitment and price in achieving the correct results • Set quality standards and design processes and tasks around achieving set standards • Produce output of high quality • Able to balance the quantity and quality of results in order to achieve objectives • Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed	• Consistently verify own standards and outcomes to ensure quality output • Focus on the end result and avoids being distracted • Demonstrate a determined and committed approach to achieving results and quality standards • Follow task and projects through to completion • Set challenging goals and objectives to self and team and display commitment to achieving expectations • Maintain a focus on quality outputs when placed under pressure • Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	• Coach and guide others to exceed quality standards and results • Develop challenging, client-focused goals and sets high standards for personal performance • Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required • Work with team to set ambitious and challenging team goals, communicating long-and short term expectations • Take appropriate risks to accomplish goals • Overcome setbacks and adjust action plans to realise goals • Focus people on critical activities that yield a high impact	

8. The assessment of the performance of the Employee will be based on the following rating scale for KPIs and Leading Competencies and Core Competencies:

Level	Rating	Terminology	Description
	1 2 3 4 5		
5		Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year
4		Performance Significantly Above Expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved al others throughout the year
3		Fully Effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreements and Performance Plan.
2		Not Fully Effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performances criteria and indicators as specified in the Performance Agreements and Performance Plan.
1		Unacceptable Performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the Performance Agreements 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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8.1For 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:

8.1.1 Executive Mayor or Mayor

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

8.1.3 Member of the Mayoral or Executive Committee or in respect of a plenary type municipality, another member of Council.

8.1.4 Mayor/ Municipal Manager from another municipality; and

8.1.5 Member of a Ward Committee as nominated by the Executive Mayor or Mayor.

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

9. SCHEDULE FOR PERFORMANCE REVIEWS

9.1 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 third quarter may be verbal if performance is satisfactory:

Quarter	Review Period	Anticipated Review Dates
4	April 2017 – June 2018	30 July 2018

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

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

9.4 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;

9.5 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.

10. DEVELOPMENTAL REQUIREMENTS

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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.

11. OBLIGATIONS OF THE EMPLOYER

11.1 The **Employer** shall:

11.1.1 Create an enabling environment to facilitate effective performance by the **Employee**;

11.1.2 Provide access to skills development and capacity building opportunities;

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

11.1.4 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

11.1.5 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.

12. CONSULTATION

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

12.1.1 A direct effect on the performance of any of the **Employee's** functions

12.1.2 Commit the **Employee** to implement or to give effect to a decision made by the Employer

12.1.3 A substantial financial effect on the Employer

12.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

12.3 MANAGEMENT OF EVALUATION OUTCOMES

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

12.3. 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:

12.3.3 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

12.3.4 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

12.3.5 In the case of unacceptable performance, the **Employer** shall:

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

12.3.7 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.

12.3.2 DISPUTE RESOLUTION

i. Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in the agreement must be mediated by-

a) In the case of the case the Municipal Manager the MEC for local government in the province within 30 (Thirty) days of receipt of a formal dispute from the **Employee**, or any person designated by the MEC;

ii. Any disputes about the outcome of the **Employee's** performance evaluation must be mediated by-

b) In the case of the case the Municipal Manager the MEC for local government in the province within 30 (Thirty) days of receipt of a formal dispute from the **Employee**, or any person designated by the MEC;

c) Whose decision shall be final and binding on both **Parties**.

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.

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 ...Bela-Bela LM...on this the...22.....day of .....May.....2018

AS WITNESSES:

1. _____

_____
MUNICIPAL MANAGER

2. _____

Thus **done** and **signed** at ...Bela-Bela LM...on this the...22.....day of .....May.....2018

AS WITNESSES:

1. _____

_____
MAYOR

2. _____

2017/2018 PERFORMANCE PLAN

NAME	SM MAKHUBELA
POSITION	MUNICIPAL MANAGER
SUPERVISOR	MAYOR
INSTITUTION	BELA-BELA LOCAL MUNICIPALITY
PERIOD	01 APRIL 2018 TO 30 JUNE 2018

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COMPONENTS OF THE PERFORMANCE PLAN

1. Purpose
2. Key Performance Areas
3. Strategic Intent
4. Key Performance Indicators
5. Assessment Rating Scales
6. Performance Assessment Process
7. Approval of the Performance Plan

1. PURPOSE

The performance plan outlines the Council's performance expectations of the employee and the is a strategic intent to ensure that the development priorities and objectives as set in the Municipal Approved 2017/2018 Integrated Plan (IDP) and the Key Performance Indicators and targets in the Municipal Approved 2017/2018 Service Delivery and Budget Implementation Plan (SDBIP) are achieved through operational initiatives.

2. KEY PERFORMANCE AREAS

The strategic Objectives of the Municipality are informed by the following Key Performance Areas as outlined in the local Government: Municipal Planning and Performance Management Regulations (2001)

2.1 Basic Service Delivery and Infrastructure Development

2.2 Local Economic Development

2.3Municpal Financial Viability

2.4 Municipal Institutional Development & Transformation

2.5 Good Governance and Public Participation

2.6 Spatial Rationale (Added)

3. STRATEGIC INTENT

Vision:

"We are the prime agricultural hub and eco-tourism destination of choice"

Mission:

Our mission is to constantly strife towards the achievement of:

- An effective and efficient service delivery underpinned by
- Stakeholder driven economic development and growth that fosters
- Sustainable job creation opportunities of communities within
- A safe, healthy and prosperous environment.

Values:

Bela-Bela municipality commits itself to adhere to the municipal core policies and values which are:

- Accountability
- Fairness
- Effectiveness
- Commitment
- Honesty and sincerity

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4. KEY PERFORMANCE INDICATORS AND SERVICE DELIVERY TARGETS: ANNEXURE A

Key Performance Area	Strategic Goal	Programme	Key Performance Indicator (KPI)	Revised Key Performance Indicator (KPI)	KPI Code	Weight	Unit of measure (MoU)	Baseline 2016/2017	2017/2018 Annual Targets	Quarterly Targets					Department
										1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
Good Governance and Public Participation (18%)															
Good Governance and Public Participation	Plan for the Future	Integrated Development Plan	Number of IDP/PMS/Budget Process Plan approved by Council 30 June 2018		KPI 1	1%	#	2017/2018 IDP/Budget/ PMS Process Plan	1x 2018/2019 IDP/Budget/ PMS Framework	Not applicable	Not applicable	Not applicable	2018/2019 IDP/Budget/PMS Framework reviewed and approved by Council	2018/2019 Council approved Process Plan with Council Resolution	Planning & Economic Development
Good Governance and Public Participation	Plan for the Future	Integrated Development Plan	Number of IDP/LED Representative Forums held by 30 June 2018		KPI 2	1%	#	3x IDP/LED Representative Forums	4x IDP/LED Representative Forums	1x IDP/LED Representative Forum	1x IDP/LED Representative Forum	1x IDP/LED Representative Forum	1x IDP/LED Representative Forum	Signed attendance register	Planning & Economic Development
Good Governance and Public Participation	Plan for the Future	Integrated Development Plan	Number of 2018/2019 IDP reviewed and approved by Council by 30 May 2018		KPI 3	1%	#	1x 2017/2018 reviewed IDP	1x 2018/2019 IDP	Not applicable	Not applicable	Not applicable	2018/2019 IDP reviewed and approved by Council	Council approved IDP and the Council Resolution	Planning & Economic Development
Good Governance and Public Participation	Clean Governance	Performance Management System	PMS Framework reviewed by 30 June 2018		KPI 4	1%	Q	PMS Framework developed	Review the PMS Framework	Not applicable	Not applicable	Not applicable	Review the PMS Framework	Council approved PMS Framework	Planning & Economic Development
Good Governance and Public Participation	Clean Governance	Performance Management System	Number of Annual and Oversight reports compiled and tabled to Council for approval by 31 March 2018		KPI 5	1%	#	2015-2016 Oversight Report	1x 2015-2016 Oversight Report	Not applicable	Not applicable	Not applicable	1x 2016/2017 Oversight Report	Council Approved Report with Council Resolution	Planning & Economic Development
Good Governance	Clean Governan	Performance Management	Number of MFMA		KPI 6	1%	#	1x Section 72 MFMA	1x Section 72 MFMA	Not applicable	Not applicable	1x MFMA Section 72	Not applicable	Council approved	Planning & Economic

Key Performance Area	Strategic Goal	Programme	Key Performance Indicator (KPI)	Revised Key Performance Indicator (KPI)	KPI Code	Weight	Unit of measure (MoU)	Baseline 2016/2017	2017/2018 Annual Targets	Quarterly Targets					Department
										1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
and Public Participation	ce	System	Section 72 Mid - Year reports compiled and submitted to Council for approval by 30 January 2018					Report	Report			Mid - Year report submitted to Council for approval		Section 72 Mid-Year Report with a Council Resolutions.	Development
Good Governance and Public Participation	Clean Governance	Performance Management System	Number of MFMA Section 52 reports compiled and submitted to Council for approval by 30 June 2018		KPI 7	1%	#	4	4x Quarterly performance reports	4th Quarter performance report	1st Quarter performance report	2nd Quarter performance report	3rd Quarter performance report	4 sets of Quarterly performance report	Planning & Economic Development
Good Governance and Public Participation	Clean Governance	Performance Management System	Number of Back to Basics reports compiled and submitted to CoGHSTA by 30 June 2018		KPI 8	1%	#	4	4x Reports	1x Report	1x Report	1x Report	1x Report	4 sets of Back to Basics Reports	Planning & Economic Development
Good Governance and Public Participation	Clean Governance	Performance Management System	Number of SDBIPs approved by the Mayor 28 days after the approval of the budget		KPI 9	1%	#	1	1x 2018/2019 approved SDBIP	Not applicable	Not applicable	Not applicable	1x 2018/2019 approved SDBIP	2018/2019 Approved SDBIP	Planning & Economic Development
Good Governance and Public Participation	Clean Governance	Performance Management System	Number of Section 56 Performance Agreements signed by 30 July each year	Number of performance agreements signed upon appointme	KPI 10	1%	#	4x Signed Performance	6x Signed Performance Agreements	6x Performance Agreements for Senior Managers	Not applicable	Not applicable	Not applicable	Signed Performance Agreements	Planning & Economic Development

Key Performance Area	Strategic Goal	Programme	Key Performance Indicator (KPI)	Revised Key Performance Indicator (KPI)	KPI Code	Weight	Unit of measure (MoU)	Baseline 2016/2017	2017/2018 Annual Targets	Quarterly Targets					Department
										1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
				nts of Section 54/56 Managers by 30 June 2018						signed					
Good Governance and Public Participation	Clean Governance	Communication	Number of Communication Strategy reviewed and approved by Council by 30 June 2018		KPI 11	1%	#	2008 Communication Strategy	Reviewed and approved Communication Strategy	Not Applicable	Not Applicable	Communication Strategy reviwed and approved by Council	Not Applicable	Communication Strategy with Council Resolution	Office of the Municipal Manager
Good Governance and Public Participation	Clean Governance	Audit	Obtain Unqualified Audit Opinion by 30 June 2018		KPI 12	1%	Q	2015/2016 Unqualified Audit Opinion	Maintain Unqualified Audit Opinion	Not Applicable	2016/2017 Unqualified Audit Opinion	Not Applicable	Not Applicable	Auditor General's Report	Office of the Municipal Manager
Good Governance and Public Participation	Clean Governance	Audit	Number of Audit Committee meetings held by 30 June 2018		KPI 13	1%	#	4x Audit Committee Meetings	4x Audit Committee Meetings	1x Audit Committee Meeting	1x Audit Committee Meeting	1x Audit Committee Meeting	1x Audit Committee Meeting	Signed Attendance Registers and Minutes	Office of the Municipal Manager
Good Governance and Public Participation	Clean Governance	Audit	Number of Performance Audit Committee meetings held by 30 June 2018		KPI 14	1%	#	2x Performance Audit Committee	2x Performance Audit Committee	1x Performance Audit Committee	Not Applicable	1x Performance Audit Committee	Not Applicable	Signed Attendance Registers and Minutes	Office of the Municipal Manager
Good Governance and Public Participation	Clean Governance	Audit	Number of Audit Committee Reports tabled to Council by 30 June 2018		KPI 15	1%	#	4x Audit Committee Reports	4x Audit Committee Reports	1x Audit Committee Report	1x Audit Committee Report	1x Audit Committee Report	1x Audit Committee Report	4 sets of Audit Reports with Council Resolutions	Office of the Municipal Manager

Key Performance Area	Strategic Goal	Programme	Key Performance Indicator (KPI)	Revised Key Performance Indicator (KPI)	KPI Code	Weight	Unit of measure (MoU)	Baseline 2016/2017	2017/2018 Annual Targets	Quarterly Targets					Department
										1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
Good Governance and Public Participation	Clean Governance	Risk Management	Number of Strategic Risk Management Registers Reviewed by 30 June 2018		KPI 16	1%	#	1x 2017/2018 Strategic Risk Register	1x 2018/2019 Strategic Risk Register reviewed	Not Applicable	Not Applicable	Not Applicable	1x 2018/2019 Strategic Risk Register reviewed	Reviewed 2018/2019 Risk Management Register, Signed Attendance Registers.	Office of the Municipal Manager
Good Governance and Public Participation	Clean Governance	Risk Management	Number of Risk Management meetings held by 30 June 2018		KPI 17	1%	#	4x Risk Management meetings	4xRisk Management Meetings	1x Risk Management Meeting	1x Risk Management Meeting	1x Risk Management Meeting	1x Risk Management Meeting	Signed Attendance Registers	Office of the Municipal Manager
Good Governance and Public Participation	Clean Governance	Risk Management	Number of MPAC meetings held by 30 June 2018		KPI 18	1%	#	4x MPAC meetings	4x MPAC meetings	1x MPAC meeting	1x MPAC meeting	1x MPAC meeting	1x MPAC meeting	Signed Attendance Registers	Office of the Municipal Manager
Local Economic Development (1%)															
Local Economic Development	Promote and Encourage Sustainable Economic Environment	Local Economic Development	Number of reports compiled on jobs created through EPWP/Municipal initiatives tabled to Council by 30 June 2018		KPI 19	1%	#	4x Reports	4x Reports	1x Reports	1x Reports	1x Reports	1x Reports	4 sets of reports with Council Resolution	Planning & Economic Development

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Key Performance Area	Strategic Goal	Programme	Key Performance Indicator (KPI)	Revised Key Performance Indicator (KPI)	KPI Code	Weight	Unit of measure (MoU)	Baseline 2016/2017	2017/2018 Annual Targets	Quarterly Targets					Department
										1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
Spatial Planning and Land Use Management (6%)															
Spatial Planning and Land Use Management	*Liveable and Integrated Communities*	*Land Use*	*SDF and LUS reviewed and approved by Council by 30 June 2018*		*KPI 20*	*2%*	*Q*	*2016 Draft SDF and LUS*	*SDF and LUS reviewed, approved by Council and proclaimed.*	*Communicate with Department of Rural Development and Land Reform for financial support for the gazetting of by-laws.*	*Public participation*	*Approval of the SDF and LUS*	*Implementation of the SDF & LUS*	*Correspondence to the Rural Development, Public Participation Notice and Signed attendance Registers*	*Planning & Economic Development*
Spatial Planning and Land Use Management	*Liveable and Integrated Communities*	*Housing*	*Number of township establishment finalized by 30 June 2018*		*KPI 21*	*2%*	*#*	*1X finalized township establishment (Bela-Bela Extension 8)*	*1X Finalized township establishment (Spa Park Extension 1)*	*Not applicable*	*Not applicable*	*1X Finalized township establishment (Spa Park Extension 1)*	*Not applicable*	*Proclamation Notice on Government Gazzette*	*Planning & Economic Development*
Spatial Planning and Land Use Management	*Liveable and Integrated Communities*	*Housing*	*Acquire hectares of land from both Provincial and National Departments for Integrated Human Settlement by 30 June 2018*	*Communicate and request the Provincial and National Departments to acquire land for integrated human settlement by 30 June 2018*	*KPI 22*	*2%*	*Q*	*None*	*Communicate with the Provincial and National Departments for acquiring land for Integrated Human Settlement*	*Communicate and request the Provincial and National Departments to acquire land for integrated human settlement*	*Not applicable*	*Not applicable*	*Not applicable*	*Correspondence with the Provincial and National Department*	*Planning & Economic Development*
Basic Service Delivery and Infrastructure Development (36%)															

Key Performance Area	Strategic Goal	Programme	Key Performance Indicator (KPI)	Revised Key Performance Indicator (KPI)	KPI Code	Weight	Unit of measure (MoU)	Baseline 2016/2017	2017/2018 Annual Targets	Quarterly Targets					Department
										1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Water	Number of formal households with access to basic level of water by 30 June 2018		KPI 23	2%	#	10 003 HH were provided with basic level of water	9568 Formal HH	9568 Formal HH	9568 Formal HH	9568 Formal HH	9568 Formal HH	Billing Report	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Water		Number of non-residential properties (business, churches, schools & hospitals) with access to basic level of water by 30 June 2018	KPI 24	1%	#		392	392	392	392	392	Billing Report	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Water	Number of informal households with access to basic level of water by 30 June 2018		KPI 25	2%	#	4269 Informal HH were provided with relief level of water	4269 Informal HH to be provided with access to	4269 Informal HH	4269 Informal HH	4269 Informal HH	4269 Informal HH	Water and sanitation services Council report and resolution	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Water	KM of Asbestos Cement pipes replaced by 30 June 2018		KPI 26	1%	KM	8 KM	Replacement of 8KM of AC pipes in town	Not applicable	Not applicable	Not applicable	8KM of AC pipes replaced by 30 June 2018	Appointment letters of the service providers, completion Certificates	Technical Services

Key Performance Area	Strategic Goal	Programme	Key Performance Indicator (KPI)	Revised Key Performance Indicator (KPI)	KPI Code	Weight	Unit of measure (MoU)	Baseline 2016/2017	2017/2018 Annual Targets	Quarterly Targets					Department
										1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Water	Number of quarterly Water Meter Audit conducted by 30 June 2018		KPI 27	2%	#	2 Water Meter Audit	2X Water Meter Audit	Not applicable	1x Water Meter Audit	Not applicable	1x Water Meter Audit	Quarterly Reports	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Sanitation	Number of formal households with access to basic level of Sanitation by 30 June 2018		KPI 28	2%	#	11 104 formal HH were provided with access to basic level of Sanitation	9548 formal HH to be provided with access to basic level of Sanitation	9548 formal HH with access to basic level of Sanitation	9548 formal HH with access to basic level of Sanitation	9548 formal HH with access to basic level of Sanitation	9548 formal HH with access to basic level of Sanitation	Billing information or GIS information	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Sanitation		Number of non-residential properties (business, churches, schools & hospitals) with access to basic level of sanitation by 30 June 2018	KPI 29	2%	#		747	747	747	747	747	Billing information or GIS information	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Sanitation	Number of informal households with access to basic sanitation (VIP toilets) by 30 June 2018	Number of informal households with access to basic sanitation as donated by Magaliues Water	KPI 30	2%	#	100 Informal households had access to basic sanitation with (VIP's Toilets)	100 Informal households with access to basic sanitation	100 Informal households with access to basic sanitation	100 Informal households with access to basic sanitation	100 Informal households with access to basic sanitation (125 Tsakane, 1050 Rapotokwane and 186 Fingerkraal)	100 Informal households with access to basic sanitation	Completion Certificates	Technical Services

Key Performance Area	Strategic Goal	Programme	Key Performance Indicator (KPI)	Revised Key Performance Indicator (KPI)	KPI Code	Weight	Unit of measure (MoU)	Baseline 2016/2017	2017/2018 Annual Targets	Quarterly Targets					Department
										1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
				Board (VIP Toilets by 30 june 2018)											
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Water & Sanitation	Number of quarterly Water and Waste Water Treatment Plant performance conducted by 30 June 2018		KPI 31	2%	#	4 Quarterly Assessment Reports	4 Quarterly assessments reports	1x Assessment report	1x Assessment report	1x Assessment report	1x Assessment report	Quarterly reports with Council Resolutions	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Water & Sanitation	Number of Quarterly reports on Water and Waste Water Quality compiled by 30 June 2018		KPI 32	2%	#	4 quarterly Reports	4 Quarterly Water and Waste Water quality reports	1x Water and Waste Water quality report	1x Water and Waste Water quality report	1x Water and Waste Water quality report	1x Water and Waste Water quality report	Quarterly reports with Council Resolutions	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Electricity	Number of households with access to basic level of electricity by 30 June 2018		KPI 33	2%	#	10 894 HH were provided with access to basic level of Electricity	10 354 HH will be provided with access to basic level of Electricity	10 354 HH provided with access to basic level of Electricity	10 354 HH provided with access to basic level of Electricity	10 354 HH provided with access to basic level of Electricity	10 354 HH provided with access to basic level of Electricity	Billing Information	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Electricity		Number of non-residential properties (business, churches, schools & hospitals) with access to basic level of	KPI 34	2%	#		836 properties were provided with access to basic level of Electricity	836 properties were provided with access to basic level of Electricity	836 properties were provided with access to basic level of Electricity	836 properties were provided with access to basic level of Electricity	836 properties were provided with access to basic level of Electricity	Billing Information	Technical Services

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Key Performance Area	Strategic Goal	Programme	Key Performance Indicator (KPI)	Revised Key Performance Indicator (KPI)	KPI Code	Weight	Unit of measure (MoU)	Baseline 2016/2017	2017/2018 Annual Targets	Quarterly Targets					Department
										1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
				electricity by 30 June 2018											
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Electricity	Number of Electricity Meter Audit conducted by 30 June 2018		KPI 35	2%	#	2x Electricity Meter Audit conducted by 30 June 2018	2x Electricity Meter Audit to be conducted	Not applicable	1x Electricity Meter Audit	Not applicable	1x Electricity Meter Audit	Reports with Council Resolution	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Roads and Storm Water	Number of Kilometres of roads constructed by 30 June 2018		KPI 36	2%	Km	9.4Km	3KM of roads constructed by June 2018	Not applicable	Not applicable	Not applicable	3 KM roads constructed by June 2018	Appointment letters of service providers and Completion Certificate	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Roads and Storm Water	Metres of Storm water amenities constructed by 30 June 2018		KPI 37	2%	M	1.2KM	0.7KM	Not applicable	Not applicable	Not applicable	0.7KM of Storm -Water constructed by 30 June 2018	Appointment letters of service providers and Quarterly reports	Technical Services
Basic Service Delivery and Infrastructure Development	Promote the Welfare of the Community	Waste Management and Cleansing	Percentage of formalized households with access to basic level of Solid Waste Removal (kerbside collection once a week		KPI 38	2%	%	100% (10 425) Formalized households were provided with access to basic level of Solid Waste Removal (kerbsite collection)	100% 9779	100% 9779	100% 9779	100% 9779	100% 9779	Council Approved Schedule of Collection	Social &Community Services

Key Performance Area	Strategic Goal	Programme	Key Performance Indicator (KPI)	Revised Key Performance Indicator (KPI)	KPI Code	Weight	Unit of measure (MoU)	Baseline 2016/2017	2017/2018 Annual Targets	Quarterly Targets					Department
										1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
Basic Service Delivery and Infrastructure Development	Promote the Welfare of the Community	Waste Management and Cleansing		Percentage of non-residential properties (business, churches, schools & hospitals) with access to basic level of Solid Waste Removal (kerbside collection once a week	KPI 39	2%	%		100% (604)	100% (604)	100% (604)	100% (604)	100% (604)	Council Approved Schedule of Collection	Social &Community Services
Basic Service Delivery and Infrastructure Development	Promote the Welfare of the Community	Waste Management and Cleansing	Percentage of informal households with access to basic level of Solid Waste Removal collection once a week		KPI 40	2%	%	100% (3 088) Informal households were provided with access to basic level of Solid Waste Removal	100% (3 088)	100% (3 088)	100% (3 088)	100% (3 088)	100% (3 088)	Council Approved Schedule of Collection	Social &Community Services
Basic Service Delivery and Infrastructure Development	Promote the Welfare of the Community	Waste Management and Cleansing	Number of quarterly reports on landfill audits compiled and tabled before Council by 30 June 2018		KPI 41	2%	#	4x Reports	4x Reports	1x Report	1x Report	1x Report	1x Report	Reports with Council Resolutions	Social &Community Services

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Key Performance Area	Strategic Goal	Programme	Key Performance Indicator (KPI)	Revised Key Performance Indicator (KPI)	KPI Code	Weight	Unit of measure (MoU)	Baseline 2016/2017	2017/2018 Annual Targets	Quarterly Targets					Department
										1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
Municipal Transformation and Institutional Development(11%)															
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Council Administration	Number of Council meetings held by 30 June 2018 held		KPI 42	1%	#	7x Council meetings	4xCouncil meetings	1x Council Meeting	1x Council Meeting	1x Council Meeting	1x Council Meeting	Signed Attendance Registers	Corporate Services
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Council Administration	Number of Section 79 Committee meetings convened by 30 June 2018		KPI 43	1%	#	33	32	9	9	8	6	Signed Attendance Registers	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	IT and Support	Number of ICT Policies and Standards Procedures developed/ reviewed and approved by Council by 30 June 2018		KPI 44	1%	#	None	Develop /Review and implement ICT policies and Standard Procedures	2x ICT Policies Reviwed	2x ICT Policies Reviwed	2x ICT Policies Reviwed	2x ICT Policies Reviwed	Reviwed ICT Policies	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	IT and Support	Number of ICT Steering Committee meetings held by 30 June 2018		KPI 45	1%	#	4x Steering Committee meetings	4x Steering Committee meetings	1x ICT Steering Committee meeting	1x ICT Steering Committee meeting	1x ICT Steering Committee meeting	1x ICT Steering Committee meeting	Signed Attendance Registers	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Legal Services	Number of by-laws reviewed and promulgated by 30 June 2018	Number of by-laws developed and reviewed by 30 June 2018	KPI 46	1%	#	7	4x By-Laws	Communicate with CoGHTA and request for the gazetting of By-Laws	4x By-laws	Not applicable	Not applicable	Draft By-Laws	Corporate Service

Key Performance Area	Strategic Goal	Programme	Key Performance Indicator (KPI)	Revised Key Performance Indicator (KPI)	KPI Code	Weight	Unit of measure (MoU)	Baseline 2016/2017	2017/2018 Annual Targets	Quarterly Targets					Department
										1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Legal Services	Number of Litigation Reports compiled and submitted to Council by 30 June 2018		KPI 47	1%	#	4x Litigation Reports	4x Litigation Reports	1x litigation Report	1x Litigation Report	1x Litigation Report	1x Litigation Report	4 Sets of Litigation Report	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Human Resources	Number of LLF meetings held by 30 June 2018	Number of LLF meetings convened by 30 June 2018	KPI 48	1%	#	8 x LLF Meetings	8 x LLF Meetings	2x LLF Meetings	2x LLF Meetings	2x LLF Meetings	2x LLF Meetings	Signed Attendance Registers	Corporate Service
Municipal Transformation and Institutional Development	To Improve, Attract, Develop and Retain Human Capital	Human Resources	Number of Organograms Reviewed and approved by 30 June 2018		KPI 49	1%	#	2017/2018 Approved Organogram	1x 2018/2019 Organogram reviewed and approved	Not applicable	Not applicable	Not applicable	1x 2018/2019 Organogram reviewed and approved	Approved 2018/2019 Organogram	Corporate Service
Municipal Transformation and Institutional Development	To Improve, Attract, Develop and Retain Human Capital	Human Resources	Number of people from Employment Equity Groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan by 30 June 2017		KPI 50	1%	#	2x African males appointed during the 2015/2016 FY	5x Officials to be appointed	Not applicable	Not applicable	Not applicable	5x Officials	Appointment letters and the Employment Equity Plan	Corporate Service

Key Performance Area	Strategic Goal	Programme	Key Performance Indicator (KPI)	Revised Key Performance Indicator (KPI)	KPI Code	Weight	Unit of measure (MoU)	Baseline 2016/2017	2017/2018 Annual Targets	Quarterly Targets					Department
										1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
Municipal Transformation and Institutional Development	To Improve, Attract, Develop and Retain Human Capital	Human Resources	Number of Employment Equity Report compiled and submitted to Department of Labour by 30 January 2018		KPI51	1%	#	2016/2017 Employment Equity Report	1x Employment Equity Report	Not applicable	Not applicable	1x Employment Equity Report	Not applicable	Copy of the Report and the Proof of Submission	Corporate Service
Municipal Transformation and Institutional Development	Development of HRM AND HRD Strategy	Human Resources & Development	Number of WSP developed and submitted to LGSETA by 30 April 2018		KPI 52	1%	#	2017/2018 WSP	1x 2018/2019 WSP	Not Applicable	Not Applicable	Not Applicable	1x 2018/2019 WSP	A copy of WSP and Proof of submissions	Corporate Service
Municipal Financial Viability and Management (28%)															
Municipal Financial Viability and Management	Improve Financial Viability	Budget and Reporting	Number of Annual Financial Statements compiled and submitted to the Auditor General by 30 June 2018		KPI 53	2%	#	1x 2015/2016	1x 2016/2017 AFS	1x 2016/2017 AFS	Not Applicable	Not Applicable	Not Applicable	2016/2017 AFS and Proof of Submissions to the Auditor General	Budget & Treasury
Municipal Financial Viability and Management	Improve Financial Viability	Budgeting & Reporting	Number of Action Plan for 2016/2017 AG Audit Queries developed and submitted to Council by 30 January 2018		KPI 54	2%	#	1x 2015/2016 Action Plan	1x Action Plan for 2016/2017 AG audit queries compiled	Not Applicable	Not Applicable	1x Action Plan for 2016/2017AG audit queries compiled and tabled to Council	Not Applicable	2016/2017 Action Plan with Council Resolution	Budget & Treasury

Key Performance Area	Strategic Goal	Programme	Key Performance Indicator (KPI)	Revised Key Performance Indicator (KPI)	KPI Code	Weight	Unit of measure (MoU)	Baseline 2016/2017	2017/2018 Annual Targets	Quarterly Targets					Department
										1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
Municipal Financial Viability and Management	Improve Financial Viability	Budgeting & Reporting	Percentage of AG queries resolved as per the Action Plan by 30 June 2018		KPI 55	2%	%	95%	95% of AG queries to be resolved	Not applicable	Not applicable	20% of queries resolved	95% of queries resolved	Progress Report on the implementation of the Action Plan	Budget & Treasury
Municipal Financial Viability and Management	Improve Financial Viability	Budget and Reporting	Number of 2018/2019 Annual Budget approved by Council by 31 May 2018		KPI 56	2%	#	1x 2017/2018 Approved Budget	1x 2018/2019 Approved Budget	Not Applicable	Not Applicable	1x 2018/2019 Approved Draft Budget	1x 2018/2019 Approved Budget	Council Approved 2018/2019 Budget with Council Resolution	Budget & Treasury
Municipal Financial Viability and Management	Improve Financial Viability	Budget and Reporting	Number of MFMA Section 71 Reports submitted to the Mayor, Provincial and National Treasury by no later than 10 days after the end of each month		KPI 57	2%	#	12 Monthly Section 71 Reports for 2015/16 FY	12 Monthly Section 71 Reports for 2015/16 FY	3 Monthly Financial Reports	3 Monthly Financial Reports	3 Monthly Financial Reports	3 Monthly Financial Reports	Section 71 Reports, Council Resolutions and proof of Submission to the Provincial and National Treasury	Budget & Treasury
Municipal Financial Viability and Management	Improve Financial Viability	Budget and Reporting	Percentage of Maintenance of cost coverage of 100% by 30 June 2018		KPI 58	2%	%	105%	100%	100%	100%	100%	100%	Monthly Report and Bank Statements	Budget & Treasury

Key Performance Area	Strategic Goal	Programme	Key Performance Indicator (KPI)	Revised Key Performance Indicator (KPI)	KPI Code	Weight	Unit of measure (MoU)	Baseline 2016/2017	2017/2018 Annual Targets	Quarterly Targets					Department
										1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
Municipal Financial Viability and Management	Improve Financial Viability	Budget and Reporting	Percentage capital budget spent on budgeted capital projects identified for 2017/2018 financial year i.t.o IDP		KPI 59	2%	%	80%	100%	25%	50%	75%	100%	Report	Technical Services
Municipal Financial Viability and Management	To improve financial viability	Budget and Reporting	Percentage MIG spent on the MIG grants approved projects by 30 June 2018		KPI 60	2%	%	100%	100%	25%	50%	75%	100%	Report	Technical Services
Municipal Financial Viability and Management	To improve financial viability	Budget and Reporting	Percentage WSIG spent on the WSIG grants approved projects by 30 June 2018		KPI 61	2%	%	100%	100%	25%	50%	75%	100%	Report	Technical Services
Municipal Financial Viability and Management	Improve Financial Viability	Asset Management	Number of quarterly asset verification reports complied - movables (sampling) compiled by 30 June 2018		KPI 62	2%	#	4x quarterly asset verification reports for 2017/18 F/Y	4x quarterly asset verification reports	1x report	1x report	1x report	1x report	4 Sets of Quarterly asset verification reports	Budget & Treasury

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Key Performance Area	Strategic Goal	Programme	Key Performance Indicator (KPI)	Revised Key Performance Indicator (KPI)	KPI Code	Weight	Unit of measure (MoU)	Baseline 2016/2017	2017/2018 Annual Targets	Quarterly Targets					Department
										1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
Municipal Financial Viability and Management	Improve Financial Viability	Revenue Management	Percentage reduction of Service Debtors Revenue to below 50% (R-value total outstanding service debtors divided by R-value annual revenue actually received for services) by 30 June 2018		KPI 63	2%	%	48%	45%	48%	47%	46%	45%	Monthly Reports	Budget & Treasury
Municipal Financial Viability and Management	Improve Financial Viability	Revenue Management	Percentage Maintenance of 95% debtors collection rate (Consumer cash collected / Consumer billing)		KPI 64	2%	%	105% in 2015/16	95%	95%	95%	95%	95%	Monthly Report	Budget & Treasury
Municipal Financial Viability and Management	Financial Stability	Supply Chain Management	Number of reports on the implementation of SCM Policy compiled and tabled to Council by		KPI 65	2%	#	4x SCM reports	4x SCM Reports	1x SCM Reports	1x SCM Reports	1x SCM Reports	1x SCM Reports	Reports with Council Resolutions	Budget & Treasury

Key Performance Area	Strategic Goal	Programme	Key Performance Indicator (KPI)	Revised Key Performance Indicator (KPI)	KPI Code	Weight	Unit of measure (MoU)	Baseline 2016/2017	2017/2018 Annual Targets	Quarterly Targets					Department
										1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	Evidence Required	
			30 June 2018												
Municipal Financial Viability and Management	Financial Stability	Supply Chain Management	Number of Budget related policies reviewed by 30 June 2018		KPI 66	2%	#	16	15	Not Applicable	Not Applicable	Not Applicable	16 Budget Related Policies reviewed and approved by Council	Council Approved Policies with Council Resolution	Budget & Treasury

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5. ASSESSMENT RATING SCALE

5	4	3	2	1
Outstanding Performance	Performance Significantly Above Expectations	Fully Effective	Not Fully Effective	Unacceptable 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.	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 al others throughout the year.	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 Performance Agreements and Performance Plan.	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 Performance Agreements and Performance Plan.	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 Performance Agreements 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. PERFORMANCE ASSESSMENT PROCESS

The following steps will be followed to ensure a fully participative and complaint performance assessment process is adhered to:

1. Performance Assessments
   - 1.1 Formal assessments between employee and employer will take place twice a year to measure the performance of the employee against the agreed performance targets.
   - 1.2 Progress against the targets will be captured in preparation for the assessments.
   - 1.3 Scores of 1-5 will be calculated based upon the progress against targets.
   - 1.4 Key Performance Indicators (KPI's) and targets are audited and copied to the performance plan before the assessment date.
   - 1.5 The employer must keep records of the assessment meetings.
2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the panel on request.
3. The process determining employee rating is as follows:
   - 3.1 The employee to motivate for a higher rating where applicable
   - 3.2 The panel to rate the achievements for the KPI are on a 5 point scale. Decimal places can be used.
   - 3.3 The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.
   - 3.4 The panel scores are averaged to arrive at a total score per KPI / CCR. Overall scores are calculated by taking weights into account where applicable.
   - 3.5 The final KPA's rating will account for 80% of the final assessment total. The CCR are to account for 20% of the final assessment total.
4. The five point rating scale referred to in regulation 805 correspond as follows:

Rating	1	2	3	4	5

5. The assessment rating calculator is used to calculate the overall % for performance.
6. The personal development plan can be (PDP) can be reviewed after the performance assessments had been finalised in case where more clarity has been established on what the essential development needs for the relevant employee will be.

MJ AM SM TC

7. APPROVAL OF THE PERFORMANCE PLAN

This serves as a commitment between the employer and the employee that they will work together and support each other while struggling to achieve the goals of the Municipality as well as the personnel growth and development of the employee.	
Undertaking by the Employer/ Supervisor	Undertaking of the Employee
On behalf of the Municipality, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will be assisted to clearly understand what is expected of them, and herewith approve this performance plan.	I herewith conform that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated at least twice per annum. As such I therefore commit to do my utmost to work up to these expectations. I hereby accept this plan.
Signed and accepted by the Supervisor on behalf of Council:	Signed and accepted by the employee:
Date:	Date: 22 May 2018

M·J AM SM TE

Blank Intentionally

Mr J TE

8. PERSONAL DEVELOPMENT ACTION PLAN: ANNEXURE B

Skills Performance Gap	Outcomes Expected	Suggested Training / Development	Suggested Mode of Delivery	Suggested Time Frames	Support Person
MFMP		24 Months MFMP	Block Release	24 Months	Mayor

Municipal Manager

Date 22/05/2018

Mayor

Date 22/05/2018

DISCLOSURE OF FINANCIAL INTERESTS FORM: ANNEXURE C

BELA-BELA LOCAL MUNICIPALITY

CONFIDENTIAL

FINANCIAL DISCLOSURE FORM FOR 2017/2018 FINANCIAL YEAR

I, the undersigned (surname and initials)
Mathubela S.M

Postal Address
Private Bag X1609
Bela-Bela, 0480

Residential Address 221 Eau Montagne
Bela-Bela, 0480

Position held Municipal Manager

Name of Municipality Bela-Bela Local Municipality

Telephone Number 014736 8000 Fax Number 014736 3288

hereby certify that the following information is complete and correct to the best of my knowledge:

M.J AM TE SM

1. Shares and other financial interests (Not bank accounts with financial institutions.)

See information sheet: note (1)

Number of shares/Extent of financial interests	Nature	Nominal Value	Name of Company/Entity
	N/A		

2. Interest in a Trust

Name of Trust	Amount of Remuneration / Income
BBEAG	None

3. Directorships and partnerships
See information sheet: note (3)

Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/ Income
	None	

4. Remunerated work outside the Municipality
Must be sanctioned by Council. See information sheet: note (4)

Name of Employer	Type of Work	Amount of Remuneration/ Income
None		

Council M. J

Signature by Council

Date 22/05/2018

5. **Consultancies and retainerships**
See information sheet: note (5)

Name of client	Nature	Type of business activity	Value of any benefits received
	N/A		

6. **Sponsorships**
See information sheet: note (6)

Source of assistance/sponsorship	Description of assistance/ Sponsorship	Value of assistance/sponsorship
	N/A	

7. **Gifts and hospitality from a source other than a family member**
See information sheet: note (7)

Description	Value	Source
	N/A	

8. Land and Propoerty
See information sheet: note (8)

Description	Extent	Area	Value
House		Kyalami	R4 million
Town House		Riviera	R2 million
Town House		Montana	R1,6 million

SIGNATURE OF EMPLOYEE

DATE: 22 May 2018

PLACE: Bela-Bela

OATH/AFFIRMATION

1. I certify that before administering the oath/affirmation I asked the deponent the following questions and wrote down her/his answers in his/her presence:

   (i) Do you know and understand the contents of the declaration?

   Answer Yes

   (ii) Do you have any objection to taking the prescribed oath or affirmation?

   Answer No

   (iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?

   Answer Yes

2. I certify that the deponent has acknowledged that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true." The signature/mark of the deponent is affixed to the declaration in my presence.

EK SERTIFISEER DAT HOVERMEER DIE VERKLARING DEUR MY AFGENEEM IS EN DAT DIE VERKLAARDER ERKEN DAT HY/SY VERSTOUD IS MET DIE INHOUD VAN HIERDIE VERKLARING EN DIT BEGRYP. HIERDIE VERKLARING IS VOOR MY BEËDIG/BEVESTIG EN VERKLAARDER SE HANDTEKENING/MERK/DUIMAFDRUK IS IN MY TEENWOORDIGHEID DAAROP AANGEBRING.

I CERTIFY THAT THE ABOVE STATEMENT WAS TAKEN BY ME AND THAT THE DEPONENT HAS ACKNOWLEDGED HE/SHE KNOWS AND UNDERSTANDS THE CONTENTS OF THIS STATEMENT. THIS STATEMENT IS SWORN TO/AFFIRMED BEFORE ME AND DEPONENT'S SIGNATURE/MARK/THUMBPRINT PLACED THEREON IN MY PRESENCE. 439108 wf

KOMMISSARIS VAN EDE / COMMISSIONER OF OATHS

AMPSHALSWE Traffic Officer

PLEK PLACE Bela-Bela DATUM DATE 24/5/18 TYD TIME 13H20

BELA BELA MUNICIPALITY
DEPT. PROTECTION SERVICES
TRAFFIC

24 -05- 2018

PRIVATE BAG X 1609
WARMBATHS 0480

Commissioner of Oath/Justice of the Peace

Full first names and surname:

(Block letters)

Designation (rank) Traffic Officer Ex Officio Republic of South Africa

Street address of institution

59 CHRIS HANI DRIVE

BELA-BELA

0480

Date 2018-05-24 Place BELA-BELA

MIJ MJ AM TE

CONTENTS NOTED: SM MAKHUBELA

MUNICIPAL MANAGER

DATE: 22 May 2018

INFORMATION SHEET FOR THE FINANCIAL DISCLOSURE FORM

The following notes is a guide to assist with completing the attached Financial Disclosure form (Annexure C):

NOTE 1

SHARES AND OTHER FINANCIAL INTERESTS

Designated employees are required to disclose the following details with regard to shares and other financial interests held in any private or public company or any other corporate entity recognized by law:

- The number, nature and nominal value of shares of any type;
- The nature and value of any other financial interests held in any private or public company or any other corporate entity; and
- The name of that entity.

NOTE 2

DIRECTORSHIPS AND PARTNERSHIPS

Designated employees are required to disclose the following details with regard to directorships and partnerships:

- The name and type of business activity of the corporate entity or partnership/s; and
- The amount of any remuneration received for such directorship or partnership/s.

Directorship includes any occupied position of director or alternative director, or by whatever name the position is designated.

Partnership is a legal relationship arising out of a contract between two or more persons with the object of making and sharing profits.

NOTE 3

REMUNERATED WORK OUTSIDE THE PUBLIC SERVICE (ALL REMUNERATED EMPLOYMENT MUST BE SANCTIONED PRIOR TO THE WORK BEING DONE.)

Designated employees are required to disclose the following details with regard to remunerated work outside the public service.

- The type of work;
- The name and type of business activity of the employer; and
- The amount of the remuneration received for such work.

Remuneration means the receipt of benefits in cash or kind.

Work means rendering a service for which the person receives remuneration.

M. J

TC

NOTE 4

CONSULTANCIES AND RETAINERSHIPS

Designated employees are required to disclose the following details with regard to consultancies and retainerships:

- The nature of the consultancy or retainership of any kind;
- The name and type of business activity, of the client concerned; and
- The value of any benefits received for such consultancy or retainerships.

NOTE 5

SPONSORSHIPS

Designated employees are required to disclose the following details with regard to sponsorships:

- The source and description of direct financial sponsorship or assistance; and
- The value of the sponsorship or assistance.

NOTE 6

GIFTS AND HOSPITALITY FROM A SOURCE OTHER THAN A FAMILY MEMBER

Designated employees are required to disclose the following details with regard to gifts and hospitality:

- A description and the value and source of a gift with a value in excess of R350;
- A description and the value of gifts from a single source which cumulatively exceed the value of R350 in the relevant 12 month period; and
- Hospitality intended as a gift in kind.

Designated employees must disclose any material advantage that they received from any source e.g. any discount prices or rates that are not available to the general public.

All personal gifts within the family and hospitality of a traditional or cultural nature need not be disclosed.

NOTE 7

LAND AND PROPERTY

Designated employees are required to disclose the following details with regard to their ownership and other interests in land and property (residential or otherwise both inside and outside the Republic):

- A description and extent of the land or property;
- The area in which it is situated; and
- The value of the interest.

M.J

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