



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**THE MUNICIPALITY OF MATJHABENG
AS REPRESENTED BY THE MUNICIPAL MANAGER**

ADV. M.F. LEPHEANA

AND

H.B TLHABANI

**THE EMPLOYEE OF THE MUNICIPALITY
EXECUTIVE DIRECTOR: INFRASTRUCTURE**

FOR THE

FINANCIAL YEAR: 1 JULY 2015 - 30 JUNE 2016

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- 2.3 Specify the Employee's accountabilities as set out in the performance objectives;
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to his/her job;
- 2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3. DELIVERY

- 3.1 This Agreement will commence on the 01 July 2015 and will remain in force until 30 June 2016 where after a new Performance Agreement and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. PERFORMANCE OBJECTIVES

- 4.1 The performance objectives sets out –
 - 4.1.1 The performance objectives and targets that must be met by the Employee; and
 - 4.1.2 The time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM

- 5.1 The Employee agrees to participate in the Performance Management and Development System that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the Performance Management and Development 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 with the Employee about the specific performance standards that will be included in the Performance Management and Development System as applicable to the Employee.

6. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS.

- 6.1 The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- 6.2 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Managerial Competencies (CMC's) respectively.
- 6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 6.2.3 KPA's covering the main areas of work will account for 80% and CMC's will account for 20% of the final assessment.
- 6.3 The Employee's assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified, 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 AREA	WEIGHTING
Local Economic Development	0%
Good Governance and Public Participation	15%
Municipal Institutional Development and Transformation	10%
Basic Service Delivery	60%
Municipal Financial Viability and Management	15%
TOTAL	100%

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

B). Core Competency Requirement		
Core Managerial Competencies		Weight
1	Strategic Capability	10
2	Programme and Project Management	10
3	Financial Management	10
4	Change Management	5
5	Knowledge Management	5
6	Service Delivery Innovation	10
7	Problem Solving and Analytical Thinking	10
8	People and Diversity Management	5
9	Client Orientation and Customer Focus	10
10	Communication	5
11	Accountability and Ethical Conduct	5
12	Policy Conceptualisation and implementation	5
13	Mediation skills	-
14	Advanced negotiation skills	-
15	Advanced influencing skills	-
16	Partnership and Stakeholder Relations	5
17	Supply Chain Management	5
Total (Cannot exceed 100%)		100

7. PERFORMANCE EVALUATIONS

7.1 The performance objectives 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 goals and strategies set out in the Employer's Integrated Development Plan (IDP).

7.5 The annual performance appraisal will involve:

7.5.1 Assessment of the achievement of results as outlined in the performance plan:

7.5.1.1. 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.

7.5.1.2. An indicative rating on the five-point scale should be provided for each KPA.

7.5.1.3. The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the CMC's

7.5.2.1. Each CMC should be assessed according to the extent to which the specified standards have been met.

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7.5.2.2. An indicative rating on the five-point scale should be provided for each CMC.

7.5.2.3. The applicable assessment rating calculator (refer to paragraph 7.5.1) must then be used to add the score and calculate a final CMC score.

7.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

7.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMCs:

Level	Terminology	Description	Rating				
			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 all others throughout the year.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

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7.7 For purposes of evaluating the performance of the Employee, an evaluation panel constituted of the following persons will be established –

7.7.1 Municipal Manager;

7.7.2 Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a performance audit committee;

7.7.3 Member of the Mayoral Committee or Executive committee or in respect of a plenary type municipality, another member of council; and

7.7.4 Municipal Manager from another Municipality.

8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of each Employee in relation to his/her performance agreement shall be reviewed on the following dates with the understanding reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July – September 2015
Submission of evidence	:	30 October 2015
Evaluation	:	13 November 2015
Second quarter	:	October-December 2015
Submission of evidence	:	29 January 2016
Evaluation	:	12 February 2016
Third quarter	:	January-March 2016
Submission of evidence	:	29 April 2016
Evaluation	:	13 May 2016
Fourth quarter	:	April-June 2016
Submission of evidence	:	29 July 2016
Evaluation	:	12 August 2016

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

8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

8.4 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.

- 8.5 The Employer may amend the provisions for performance objectives whenever the Performance Management and Development 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.

9. DEVELOPMENTAL REQUIREMENTS

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

10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall-

- 10.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 10.1.2 Provide access to skills development and capacity building opportunities;
- 10.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 10.1.4 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
- 10.1.5 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.

11. CONSULTATION

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

11.1.1 A direct effect on the performance of any of the Employee's functions;

11.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

11.1.3 A substantial financial effect on the Employer.

11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 11.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

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

12.2 A performance bonus between 5% to 14% of the Employee's inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.

12.3 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve months (12) service at the current remuneration package on 30 June (end of financial year) subject to a fully effective assessment.

12.4 In the case of unacceptable performance, the Employer shall -

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

12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

13.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by –

13.1.1 The MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or

13.1.2 Any other person appointed by the MEC.

13.2 In the event that the mediation process contemplated above fails, clause 16 of the Contract of Employment shall apply.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of the performance objectives and agreement may be made available to the public by the Employer.

14.2 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.

15. PERFORMANCE PLAN

15.1 The Performance Plan defines the Council's expectations of the Municipal Manager's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

15.2 The following Performance Plan provides the details of the evidence that must be provided to show that a key objective has been obtained. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

DIRECTORATE: INFRASTRUCTURE

OBJECTIVE	STRATEGY	KPI	BASE-LINE	WARD	ANNUAL TARGET	ANNUAL BUDGET	QTR 1	QTR 2	QTR 3	QTR 4
To upgrade the bulk sewer network and WWTp to 100% functionality	Extend Thabong sewer works to accommodate sewerage from Witpan works and new developing areas including Flamingo Park X2 development	Assessment and seek funding to extend Thabong WWTW to accommodate sewerage from Witpan works and new developing areas including Flamingo Park X2 development	Functional Works according to DWAS standards	31	20%	R0m				Assessment plan
	Upgrade Theronia sewer works.	Assessment and seek funding to refurbish and upgraded Theronia sewer works	Functional Works according to DWAS standards	24	20%	R0m				Assessment plan
	Refurbish Witpan Sewerage works	Assessment and seek funding to finalize Witpan sewer works refurbishment	Functional Works according to DWAS standards	32	100%	R0m		100%		Assessment plan

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OBJECTIVE	STRATEGY	KPI	BASE-LINE	WARD	ANNUAL TARGET	ANNUAL BUDGET	QTR 1	QTR 2	QTR 3	QTR 4
	Upgrade of Hennenman and Phomolong sewer works.	Assessment and seek funding to refurbish and upgraded Phomolong and Hennenman sewer works	Functional Works according to DWAS standards	3	40%	R0m				Assessment plan
	Upgrade Whites sewerage works	Assessment and seek funding to refurbish and upgraded Whites sewer works	Functional Works according to DWAS standards	3	30%	R0m				Assessment plan
	Upgrade Odendaalsrus sewer works (Cleaning and upgrading of Maturation ponds, health and hygiene, etc).	To upgrade Odendaalsrus sewer works (Cleaning and upgrading of Maturation ponds, health and hygiene, etc).	Functional Works according to DWAS standards	36	100%	R0m				100%

OBJECTIVE	STRATEGY	KPI	BASE-LINE	WARD	ANNUAL TARGET	ANNUAL BUDGET	QTR 1	QTR 2	QTR 3	QTR 4
	Upgrade of Kutlwanong sewer works.	Assessment and seek funding to upgraded Kutlwanong sewer works	Functional Works according to DWAS standards	10	30%	R0m				Assessment plan
	Move and upgrade T8 pump station to minimize effect on households when dysfunctional	Assessment and seek funding to moved and upgraded T8 pump station to minimize effects on households	Functional pump station with minimum spillages	14	50%	R0m				Assessment plan
	Upgrade, maintenance and operation of Sewerage works in Matjhabeng to comply with Green Drop Standards.	To manage, upgraded and maintained sewer works in Matjhabeng to comply with Green Drop standards	WWTW's managed such to comply with Green Drop Standards (85%)	All	4 of 11 WWTW to 85%	R21m				4 of 11 WWTW to 85%

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OBJECTIVE	STRATEGY	KPI	BASE-LINE	WARD	ANNUAL TARGET	ANNUAL BUDGET	QTR 1	QTR 2	QTR 3	QTR 4
	Upgrade and maintain dysfunctional pump stations not on standard in Matjhabeng.	Number of dysfunctional pump stations upgraded and maintained in Matjhabeng	Dysfunctional pump station upgraded	All	10	R40m	3	3	3	4
	Clean 20 sumps of pump stations once in 2 years	Number of sumps of pump stations cleaned once in 2 years	Pump station sumps cleaned	All	20	R5m	5	5	5	5
	Upgrade/refurbish Odendaalsrus outfall sewer	Number of km of outfall sewer refurbished from Odendaalsrus to WWTW	Worn-out pipe line refurbish/ upgraded	36	4 km	R10 m				0.5 km
	Refurbish/upgrade Koppie Alleen Rd, collapsed sewer line	Number of km of collapsed sewer line upgraded in Koppie Alleen Road	Worn-out pipe line refurbish/ upgraded	32, 33	1 km	R10m				0.5 km

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OBJECTIVE	STRATEGY	KPI	BASE-LINE	WARD	ANNUAL TARGET	ANNUAL BUDGET	QTR 1	QTR 2	QTR 3	QTR 4
	Refurbish sewer manhole step irons	Number of sewer manholes refurbished with step irons	2000	All	300 manholes	R1m			75	75
To compile a replacement plan for worn out sewer pipelines.	Purchase TV inspections equipment and create unit to do inspections of all sewer lines to identify problematic lines and prioritize replacement thereof	Number of km of TV inspections done to identify problematic sewer lines for upgrading thereof.	New	All	50 km	R1m	50km			One camera set
To replace iron manhole covers with lockable covers without resale value	Replace 2000 iron covering of open manhole's covers with concrete covers annually.	Number of iron covering manholes replaced with concrete covers	New	All	2000	R3m				

OBJECTIVE	STRATEGY	KPI	BASE-LINE	WARD	ANNUAL TARGET	ANNUAL BUDGET	QTR 1	QTR 2	QTR 3	QTR 4
To replace the bucket system with water borne sewer	Upgrade 3,4km of outfall sewer between Meloding and Virginia to accommodate flow of bucket eradication. (Finalize outstanding problems)	Number of km of outfall sewer refurbished in Virginia Industrial area (1 km)	Existing infrastructure	9	1 km	R3m				0.5 km
To ensure there is provision of both bulk and internal water reticulation.	Install 500 stands to main water connections and meters in Kutlwanong X9, K2 in Block 5	Number of stands connected to main serviced area water connections not connected in Kutlwanong X9, K2 in Block 5	Stands in serviced area	10,18, 22	500	R1m	100	100	150	150

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OBJECTIVE	STRATEGY	KPI	BASE-LINE	WARD	ANNUAL TARGET	ANNUAL BUDGET	QTR 1	QTR 2	QTR 3	QTR 4
To replace 15% of worn out water pipe lines in a five-year cycle.	Replace 1km of worn out water pipes to minimize water loss	Number of km of worn out water pipes replaced	Worn out water network exists	36	1 km	R1.3m		0.2	0.1	0.2 km
	Service 40km of all hydrants and valves once a year and replace what cannot be repaired	Number of hydrants and valves serviced and replaced once a year	Faulty non-functional hydrants and valves exists	All	12800	R15m	200	200	200	200
	Replace 44km of asbestos water pipes in phases	Number of km of asbestos water pipelines replaced in phases	Water network exists	All	44 km	R15.4m			0.3	0.3 km
To develop and maintain Water networks and ancillary works as well as Water Demand Management System to reduce water loss and enhance revenue	Install water meters and refurbish and upgrade existing networks to reduce unaccounted for water.	Install water meters in Kutlwanong X9, K2 and Block 5		10, 22, 18, 29	500	R1m	100	100	150	150
	Implement a Water Demand Management and Monitoring plan.	Add 1000 valves where areas cannot be shutoff in manageable		All	1000	R5m	50	50	50	50

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OBJECTIVE	STRATEGY	KPI	BASE-LINE	WARD	ANNUAL TARGET	ANNUAL BUDGET	QTR 1	QTR 2	QTR 3	QTR 4
		chunks to limit unnecessary water loss occur during maintenance actions.								
		Conducting 1 leak detection investigation and analysis to determine priority list.		All	1	R4m			1 report	
		Identify 15000 consumer accounts in all municipal wards with water connections who are not correctly billed.	Stands faulty billed on water	All	7500	R1m	1500	2000	2000	2000
		Install water meters for Phomolong		2,3	5000	R4m		200	500	500

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OBJECTIVE	STRATEGY	KPI	BASE-LINE	WARD	ANNUAL TARGET	ANNUAL BUDGET	QTR 1	QTR 2	QTR 3	QTR 4
		Install water meters for Meloding (Stilte)		5,6,7	5000	R4m		200	500	500
		Install 50 water meters at developed parks that is irrigated with potable water.		All	50	R0.5m		50		
		Repair 3500 water meters in all wards of the municipality		All	3500	R2m	1000	1000	750	750
To develop and maintain roads and storm water infrastructure	Resurface 15km of streets in all wards every year.	Number of km of streets resurfaced in all wards	Road exists	All	15 km	R30m				10 km
Construction of retention dams to reduce occurrence of flooding of properties	Upgrade 1 Sandriver dam wall in Virginia as required by law	Number of dam wall upgraded in Sandriver dam-Virginia	Dam exists	5, 9	1	R3m				1

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OBJECTIVE	STRATEGY	KPI	BASE-LINE	WARD	ANNUAL TARGET	ANNUAL BUDGET	QTR 1	QTR 2	QTR 3	QTR 4
	Clean 5,6km of unlined storm water canals in Matjhabeng twice a year	Number of Km of unlined storm water canals cleaned	New	All	5,6km	R4m	1.5	1.5	1.5	1.1 km
	Clean and maintain 13 existing storm water drainage pipes (operational)	Number of existing storm water drainage pipes cleaned and maintained	New	29	13 km	R4m	3	3	3	4 km
	Repair or replace 1300 damaged and stolen catch pit and manhole lids	Number of damaged or stolen catch pit repaired or replaced	New	All	1300	R4m	100	100	100	100
	Upgrade 200 catch pits with limited capacity to enhance storm water functionality	Number of catch pits upgraded to enhance storm water functionality	New	All	200	R500 000	10	10	10	10

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OBJECTIVE	STRATEGY	KPI	BASE-LINE	WARD	ANNUAL TARGET	ANNUAL BUDGET	QTR 1	QTR 2	QTR 3	QTR 4
Repair and maintenance of Municipal Buildings.		Number of municipal buildings upgraded in Allanridge, Odendaalsrus and Virginia	Buildings exist	36, 9	2 buildings	R6m				2
KPA: 1 : BASIC SERVICE DELIVERY										
PROGRAM: ELECTRICAL										
To ensure an effective and safe 132kV Distribution network	WELKOM Install 1 transformer of 20mva 132kV at Urania Substation in Welkom	A functional transformer of 20MVA installed in Welkom	4 Substations	32	1 Transformer	R12m				1 transformer
	Welkom: Supply in bulk 4 km of electrical in Extension 15 of Thabong	Number of km of bulk electricity supplied in X15 of Thabong	4 km	12	4 km	R2.5m				4 km

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OBJECTIVE	STRATEGY	KPI	BASE-LINE	WARD	ANNUAL TARGET	ANNUAL BUDGET	QTR 1	QTR 2	QTR 3	QTR 4
To ensure effective and efficient electrical service delivery to the community of the Matjhabeng Municipality that comply to the NERSA licensing requirements.	Adherence to the NERSA licensing requirements that the Electrical Department must be totally ring fenced	Matjhabeng Ring fencing and Asset Evaluation of the Matjhabeng Electrical Engineering Services Department - All 6 Towns	Licensing Area	All wards	6 Towns	R3.7m	6	6		6 Towns
To ensure an effective service and adhere to road ordinances as well SANS regulations (Continue)	Matjhabeng Municipality Provide and install a Energy Efficient street and building lighting infrastructure for the Matjhabeng Municipal Area.	Number of street light management and buildings convert to energy efficient lighting in Matjhabeng Municipal Area	27000 street lights	All wards	27000 street lights	R4m				27000 street lights

OBJECTIVE	STRATEGY	KPI	BASE-LINE	WARD	ANNUAL TARGET	ANNUAL BUDGET	QTR 1	QTR 2	QTR 3	QTR 4
KPA: 1 : BASIC SERVICE DELIVERY										
PROGRAM: MASTER PLANS										
To ensure that there is improved development of master plans and planning designs for basic services in the municipality		Number of Master Plans developed for Water and Waste water Services (WSDP)	New	All	1	R 4m				1
		Number of Energy Master Plans developed	New	All	1	R4m				1
		Number of Integrated Transport Plans developed	New	All	1	R3m				1

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Appendix B

16. PERSONAL DEVELOPMENT PLAN (PDP)

- 16.1 A Municipality should be committed to –
- a) The continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
 - b) Managing training and development within the ambit of relevant national policies and legislation.
- 16.2 A Municipality should follow an integrated to Human Resources management, that is:
- a) Human Resources development forms an integral part of human resources planning and management.
 - b) In order for training and development strategy and plans to be successful, it should be based on sound Human Resources (HR) practises, such as the (strategic) HR plan, job profiles, the result of regular performance appraisals and career pathing.
 - c) To ensure the necessary linkages with performance management, the Performance Management and Development System, provides for the Personal Development Plans to be included in their annual performance agreements. Such approach will also ensure the alignment of the individual performance objectives with municipality strategic objectives, and that training and development needs can be identified through performance management and appraisal.
 - d) Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development they can acquire the necessary competencies to prepare them for future positions.
 - e) Personal Development Plans are compiled for individual employees and the data collected from all the employees in the municipality, forms the basis for the Work Place Skills Plan, which municipalities are required to compile as basis for all training and education activities in the municipality in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority.
- 16.3 The aim of the PDP is to identify, prioritise and implement training needs.

16.4 Compiling the PDP (Appendix A):

- a) Competency assessment instruments should be established and utilised to assist with the objective assessment of employees' competencies against their job specific competency profiles and managerial competencies at a given period in time with the purpose of identifying trainings needs or gaps.
- b) Training needs should be aligned to organisation objectives and the individual's specific job (objectives and competencies) and secondly focused on individual career needs; however this needs to be position related.
- c) Next the training needs to be prioritised (1 to 2), since it may not be possible to address all the identified training needs within a specific financial year. Training needs to be addressed in a phased and prioritised basis.
- d) Consideration must be given to the expected outcomes, column 2; so that once the intervention is completed the impact can be measured against the relevant indicators.
- e) An appropriate training intervention should be identified and the outcome to be achieved but with due regard to cost effectiveness. These should be listed in column 3.
- f) Guidelines regarding the number of training days per employee and the nominations of employees: an employee should on average have at least five (5) days per financial year and not unnecessarily withdrawn from training interventions.
- g) Column 4: The suggested mode of delivery refers to chosen methodology that is deemed most relevant to ensure transfer of skills. The training intervention should impact on delivery back in the work place.
- h) The suggested time frames (Column 5) enables managers to effectively plan for the annum e.g. so that not all employees are away at the same time.
- i) Work opportunity provided to practise skill/development areas (Column 6) further ensure internalisation of information gained as well as return on investment.

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- j) Column 7: Provides the employee with a support person that could act as coach or mentor with regard to the area of development

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PERSONAL DEVELOPMENT PLAN OF H.B TLHABANI

Complied on (Date): 01 July 2015

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quality, quantity, time frames)	3. Suggested Training and/ or Development Activity	4. Suggested Mode of Delivery	5. Suggested Time Frames	6. Work Opportunity created to practice skill / development area	7. Support Person
1. Municipal Finance Management	Improved understanding of everyday Financial Management of the Municipality and being able to develop relevant policies in line with applicable legislations.	Municipal Finance Management Programme (MFMP)	Class attendance of 5 days per month (University of Pretoria)	July 2015 to June 2016	The Course is recommended and approved by the National Treasury Department and it is in line with the minimum competency level requirements for section 57 Managers.	Municipal Manager
2. Master of Technology: Engineering: Civil	Post Graduate Qualification.	Research (Dissertation)	Monthly one day Consultation with the Supervisor.	January 2016	The research will be based on the practical infrastructure challenges in Matjhabeng Municipal Area, with possible permanent solutions.	Municipal Manager
3. Water Law South Africa	Improved understanding and knowledge of the principles of the water law of South Africa. 2 Continued Professional Development (CPD) points required for ECSA registered candidates and professionals.	2 day course offered by South African Institute of Civil Engineering (SAICE) in Midrand	2 days Course offered by South African Institute of Civil Engineering (SAICE) in Midrand	15-16 October 2015		Municipal Manager

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Thus done and signed at **WELKOM** on this the 24th day July of 2015.

AS WITNESSES:



1. _____

H.B TLHABANI

EXECUTIVE

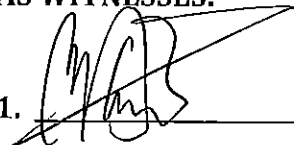
DIRECTOR:

INFRASTRUCTURE

2. _____

Thus done and signed at WELKOM on this the _____ day of _____
2015.

AS WITNESSES:

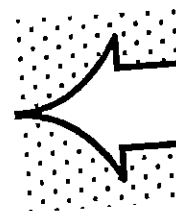
1.  _____



ADV. M.F LEPHEANA

MUNICIPAL MANAGER

2. _____



Generic Core Management Criteria (CMC) and Standards

Criteria	Description	Generic Standards for 'fully effective' Performance
1. Strategic Capability And Leadership	Provides a vision, sets the direction for the organisation and/or unit and inspires others to deliver on the organisational mandate	<ul style="list-style-type: none"> ◊ Gives direction to team in realising the organisation's strategic objectives; ◊ Impacts positively on team morale, sense of belonging and participation; ◊ Develops detailed action plans to execute strategic initiatives; ◊ Assists in defining performance measures to evaluate the success of strategies; ◊ Achieves strategic objectives against specified performance measures; ◊ Translates strategies into action plans; ◊ Secures co-operation from colleagues and team members; ◊ Seeks mutual benefit/win-win outcomes for all concerned; ◊ Supports stakeholders in achieving their goals; ◊ Inspires staff with own behaviour – "walks the talk"; ◊ Manages and calculates risks; ◊ Communicates strategic plan to the organisation; and ◊ Utilises strategic planning methods and tools.
2. Programme and Project Management	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	<ul style="list-style-type: none"> ◊ Establishes broad stakeholder involvement and communicates the project status and key milestones; ◊ Defines roles and responsibilities for project team members and clearly communicates expectations; ◊ Balances quality of work with deadlines and budget; ◊ Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan; ◊ Uses computer software programmes to help manage project; and Sets and manages service level agreements with contractors.

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3. Financial Management	Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of strategic organisational objectives.	<ul style="list-style-type: none"> ◊ Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate; ◊ Manages and monitors financial risk; ◊ Continuously looks for new opportunities to obtain and save funds; ◊ Prepares financial reports and guidelines based on prescribed format; ◊ Understands and weighs up financial implications of propositions; ◊ Understands, analyses and monitors financial reports; ◊ Allocates resources to established goals and objectives; ◊ Aligns expenditure to cash flow projections; ◊ Ensures effective utilisation of financial resources; ◊ Develops corrective measures/actions to ensure alignment of budget to financial resources; and ◊ Prepares own budget in line with the strategic objectives of the organisation.
4. Change Management	Initiates, supports and champions organisational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	<ul style="list-style-type: none"> ◊ Performs analysis to determine the impact of changes in the social, political and economic environment; ◊ Keeps self and others calm and focused during times of change or ambiguity; ◊ Initiates, supports and encourages new ideas; ◊ Volunteers to lead change efforts outside of own work team; ◊ Consults and persuades all the relevant stakeholders of the need for change; ◊ Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change; ◊ Coaches colleagues on how to manage change; ◊ Proactively seeks new opportunities

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		<p>for change;</p> <ul style="list-style-type: none"> ◊ Identifies and assists in resolving resistance to change with stakeholders; ◊ Designs specific projects to enable change that are aligned to the organisational objectives; and ◊ Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.
5. Knowledge Management	Obtains, analyses and promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organisation.	<ul style="list-style-type: none"> ◊ Uses appropriate information systems to manage organisational knowledge; ◊ Uses modern technology to stay abreast of world trends and information; ◊ Evaluates information from multiple sources and uses information to influence decisions; ◊ Creates mechanisms and structures for sharing of knowledge in the organisation; ◊ Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organisational efficiency; ◊ Promotes the importance of knowledge sharing within own area; ◊ Adapts and integrates information from multiple sources to create innovative knowledge management solutions; and ◊ Nurtures a knowledge-enabling environment.
6. Service Delivery Innovation	Champions new ways of delivering services that contribute to the improvement of organisational processes in order to achieve organisational goals.	<ul style="list-style-type: none"> ◊ Consults clients and stakeholders on ways to improve the delivery of services; ◊ Communicates the benefits of service delivery improvement opportunities to stakeholders; ◊ Identifies internal process improvement opportunities to SDI; ◊ Demonstrates full knowledge of principles on service delivery

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		<p>innovations;</p> <p>◊ Identifies and analyses opportunities where innovative ideas can lead to improved service delivery;</p> <p>◊ Creates mechanisms to encourage innovation and creativity within functional area and across the organisation; and</p> <p>◊ Implements innovative service delivery options in own department/organisation.</p>
7. Problem Solving and Analysis	<p>Systematically identifies, analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.</p>	<p>◊ Explains potential impact of problems to own working environment;</p> <p>◊ Demonstrates logical problem solving approach and provides rationale for proposed solutions;</p> <p>◊ Determines root causes of problems and evaluates whether solutions address root causes;</p> <p>◊ Demonstrates objectivity, thoroughness, insight fullness, and probing behaviours when approaching problems; and</p> <p>◊ Demonstrates the ability to break down complex problems into manageable parts and identify solutions.</p>
8. People Management And Empowerment	<p>Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve organisational goals.</p>	<p>◊ Seeks opportunities to increase personal contribution and level of responsibility;</p> <p>◊ Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches;</p> <p>◊ Delegates and empowers others to increase contribution and level of responsibility;</p> <p>◊ Applies labour and employment legislation and regulations consistently;</p> <p>◊ Facilitates team goal setting and problem solving;</p> <p>◊ Recognises individuals and teams and provides developmental feedback in</p>

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		<p>accordance with performance management principles;</p> <ul style="list-style-type: none"> ◊ Adheres to internal and national standards with regards to HR practices; ◊ Deals with labour matters; ◊ Identifies competencies required and suitable resources for specific tasks; ◊ Displays personal interest in the well-being of colleagues; ◊ Able to manage own time as well as time of colleagues and other stakeholders; and ◊ Manages conflict through a participatory transparent approach.
9. Client Orientation And Customer Focus	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.	<ul style="list-style-type: none"> ◊ Develops clear and implementable service delivery improvement programmes; ◊ Identifies opportunities to exceed the expectations of customers; ◊ Designs internal work processes to improve customer service; ◊ Adds value to the organisation by providing exemplary customer service; and ◊ Applies customer rights in own work environment.
10. Communication	Exchanges information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	<ul style="list-style-type: none"> ◊ Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way; ◊ Receptive to alternative viewpoints; ◊ Adapts communication content and style according to the audience including managing body language effectively; ◊ Delivers messages in a manner that gains support, commitment and agreement; ◊ Writes well structured complex documents; ◊ Communicates controversial sensitive messages to stakeholders tactfully; ◊ Listens well and is receptive; and ◊ Encourages participation and mutual understanding.

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11. Honesty and Integrity	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service	<ul style="list-style-type: none"> ◊ Conducts self in accordance with organisational code of conduct; ◊ Admits own mistakes and weaknesses and seeks help from others where unable to deliver; ◊ Reports fraud, corruption, nepotism and maladministration; ◊ Honours the confidentiality of matters and does not use it for personal gain or the gain of others; ◊ Discloses conflict of interests issues; ◊ Establishes trust and shows confidence in others; ◊ Treats all employees with equal respect; ◊ Undertakes roles and responsibilities in a sincere and honest manner; ◊ Incorporates organisational values and beliefs into daily work; ◊ Uses work time for organisational matters and not for personal matters; and ◊ Shares information openly, whilst respecting the principle of confidentiality.
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