

Matjhabeng Local Municipality

Appendix A



## **PERFORMANCE AGREEMENT**

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

**THE MUNICIPALITY OF MATJHABENG  
DULY REPRESENTED BY THE EXECUTIVE MAYOR  
CLLR N.W. SPEELMAN  
AND**

**THE EMPLOYEE OF THE MUNICIPALITY**

**MUNICIPAL MANAGER: EVANS THABISO TSOAELI  
FOR THE**

**FINANCIAL YEAR: 1 July 2017- 30 JUNE 2018**

Matjhabeng Local Municipality

- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

**2. PURPOSE OF THIS AGREEMENT**

- 2.1 Comply with the provisions of Section 57(1)(b),(4A) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 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.

Matjhabeng Local Municipality

**PERFORMANCE AGREEMENT**

**ENTERED INTO BY AND BETWEEN**

**The Municipality of Matjhabeng herein represented by the Executive Mayor,  
Councillor N.W. SPEELMAN(hereinafter referred to as the Employer)**

**And**

**EVENS THABISO TSOAELI, an Employee of the Municipality of (hereinafter  
referred to as the Employee, in his capacity as Municipal Manager.)**

**WHEREBY IT IS AGREED AS FOLLOWS:**

**1. INTRODUCTION**

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 as amended. ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties".
- 1.2 The Local Government: Municipal Systems Amendment Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual Performance Agreement within one month after the beginning of each financial year of the municipality.
- 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.

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**3. COMMENCEMENT AND DURATION**

- 3.1 This Agreement will commence on the 1 July 2017 and will remain in force until 30 June 2018 where after this Performance Agreement and Personal Development Plan may be concluded between the parties for the duration of his acting in line with the provisions of the Municipal Systems Act.
- 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



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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

## Matjhabeng Local Municipality

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.
- 5.4 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.
- 5.5 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.
  - 5.5.1 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.
  - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
  - 5.5.3 KPA's covering the main areas of work will account for 80% and CMC's 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 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.



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Identified Key Performance Area	Weight
Local Economic Development (LED)	20%
Municipal Institutional Development and Transformation.	20%
Municipal Financial Viability and Management.	20%
Basic Service Delivery	20%
Good Governance and Public Participation.	20%
<b>TOTAL</b>	<b>100%</b>

5.7 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>B) Core Competency Requirement</b>			
<b>Core Managerial Competencies</b>			<b>Weight</b>
1	Strategic Capability and Leadership	Compulsory	10%
2	Programme and Project Management		2%
3	Financial Management	Compulsory	10%
4	Change Management		2%
5	Risk Management	Compulsory	10%
6	Knowledge Management		2%
7	Service Delivery Innovation	Compulsory	10%
8	Problem Solving and Analytical Thinking		2%
9	People Management and Empowerment		2%
10	Client Orientation and Customer Focus	Compulsory	10%
11	Communication		2%
12	Honesty and Integrity		4%



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	<b>CORE MANAGERIAL COMPETENCES (CMC)</b>		
1	Competency in Self Management		3%
2	Accountability and Ethical Conduct		3%
3	Policy Conceptualisation and implementation		2%
4	Mediation skills		2%
5	Advanced negotiation skills		2%
6	Advanced influencing skills		2%
7	Partnership and Stakeholder Relations		2%
8	Supply Chain Management		2%
	<b>CORE OCCUPATIONAL COMPETENCY(COC)</b>		
1	Interpretation and implementation of legislative requirements within the national policy framework.		4%
2.	Knowledge of global and SA political landscape, social imperatives and economic climate.		4%
3.	Knowledge of the constitutional mandate of local government.		4%
4.	Spatial Development Framework in line with 2030 vision.		4%
<b>Total (Cannot exceed 100%)</b>			<b>100</b>

## 6 PERFORMANCE EVALUATIONS

6.1 The performance objectives sets out –

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

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

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

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP).

6.5 The annual performance appraisal will involve:

**6.5.1 Assessment of the achievement of results as outlined in the performance plan:**

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

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

(c) 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.

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### 6.5.2 Assessment of the CMC's

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

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

(c). 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.

### 6.5.3 Overall rating

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

6.6 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.					

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4	<b>Performance significantly above expectations</b>	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	
3	<b>Fully effective</b>	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	<b>Not fully effective</b>	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	<b>Unacceptable performance</b>	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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6.7 For purposes of evaluating the performance of the Employee, an evaluation panel constituted of the following persons will be established –

6.7.1 Executive Mayor;

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

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

6.7.4 Ward Committee member

6.7.5 Mayor / Municipal Manager from another Municipality.

## 7 SCHEDULE FOR PERFORMANCE REVIEWS

7.1 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 : 1 July 2016 – 30 September 2016

Submission of Evidence : 31 October 2016

Evaluation : 24 November 2016

Second quarter : 02 October 2017 – 30 December 2017

Submission of evidence : 31 January 2018

Evaluation : 28 February 2018

Third quarter : 2 January 2018 – 30 March 2018

Submission of evidence : 8 May 2018

Evaluation : 31 May 2018



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Fourth quarter : 3 April 2018– 30 June 2018  
Submission of evidence : 27 July 2018  
Evaluation : 24 August 2018

7.2 The Employer shall keep a record of the quaterly review (s).

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

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

7.5 The Employer may amend the provisions 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.

## 8 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.

## 9 OBLIGATIONS OF THE EMPLOYER

### 9.1 The Employer shall-

- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 Provide access to skills development and capacity building opportunities;
- 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him/her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him/her to meet the performance objectives and targets established in terms of this Agreement.

## 10 CONSULTATION

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

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

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated

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in clause 11.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

## 11 MANAGEMENT OF EVALUATION OUTCOMES

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

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

11.3 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.

11.4 In the case of unacceptable performance, the Employer shall –

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

11.4.2 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.



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## 12 DISPUTE RESOLUTION

12.1 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 –

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

or

12.1.2 Any other person appointed by the MEC.

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

## 13 GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of the performance objectives and agreement 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.

## 14 PERFORMANCE PLAN

14.1 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




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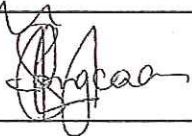
the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

14.2 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.

Thus done and signed at Welkom on this the 07 day  
July of 2018.

**AS WITNESSES:**

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

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

  
MUNICIPAL MANAGER

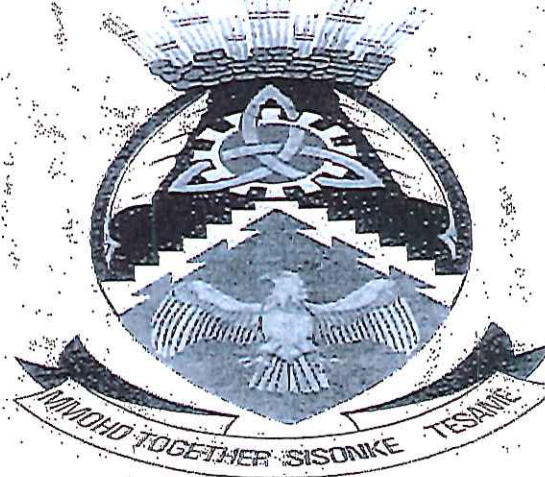
Thus done and signed at Welkom on this the 07 day of  
July 2018.

**AS WITNESSES:**

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

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

  
EXECUTIVE MAYOR



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SERVICE DELIVERY & BUDGET IMPLEMENTATION PLANS

(SDBIPs) FOR THE FINANCIAL YEAR 2017 – 2018

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## 1. PURPOSE

The purpose of this submission is to table the Matjhabeng Local Municipality's Service Delivery and Budget Implementation Plans (SDBIP's), as well as Operational Plans (OPs) before the Honourable Executive Mayor for consideration and approval as per the prescripts of Section 53 (1) (c) (ii) of the Municipal Finance Management Act (MFMA) Act No 56 of 2003, as amended.

The SDBIP's and OPs document must be read together with the Integrated Development Plan (IDP) and Budget, approved as a draft by the Matjhabeng Council.

Further, this document must also form the basis of the Municipal Performance Management System (PMS) as it relates to both Section 56 and 57 employees in terms of Section 53 (1) (c) (iii) (bb) of the Act under discussion.

## 2. LEGAL REQUIREMENTS AND PROCESSES

In terms of the provisions of the aforesaid Act and accompanying Circulars, the processes for the submission, approval, implementation and revision of the SDBIPs and OPs are as follows:

Section 69 (3) (a)      \* Municipal Manager submit Draft SDBIP to the Mayor within 14 days after the approval of the Budget.

Section 53 (1) (c) (ii)      \* Mayor to take all reasonable steps to ensure that s/he approves the SDBIP within 28 days after the approval of the Budget

Section 53 (1) (c) (iii)      \* Mayor to take all reasonable steps to ensure that annual performance agreements of the Municipal Manager and all Senior Managers are linked to the SDBIP and performance objectives approved with the Budget

Section 53 (3) (a)      \* Mayor must ensure that the SDBIP be made public within 14 days after their approval

Section 53 (3) (b)      \* Mayor must ensure that the performance agreements of the Municipal Manager and Senior Managers be made public within 14 days after approval of SDBIP and copies submitted to Council and MEC for local government in the province

Section 69 (4) (a)      \* Municipal Manager to implement the budget and to adjust expenditure if revenue is not in accordance with the Budget and SDBIP

Section 71 (1) (g) (ii)      \* Municipal Manager to report within 10 working days of the end of each month to the Mayor an explanation of any material variances from the SDBIP

Section 72      \* Municipal Manager, by 25 January of each year, to assess the performance of the municipality for the first half of the year taking into account the SDBIP targets and

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indicators, and submit a report to the Mayor, National Treasury and Provincial

Treasury

Section 54

Mayor must upon receipt of reports listed in Sections 71 and 72, check whether  
or not the budget is being implemented in accordance with the approved SDBIP,  
etc.

The thrust of the provisions of the MFMA in respect of the SDBIPs is therefore to stipulate projects and activities that must be implemented with a view to effecting life into the IDP; to implement and monitor objectives set in the Budget; to set performance indicators in accordance with the IDP and Budget; to ensure that the performance agreements of the Municipal Manager and Senior Managers are linked to the IDP and Budget; to ensure measurement of performance; and to ensure revision, if necessary, of the Budget and performance indicators.

### 3. RECOMMENDATIONS


It is recommended that:

3.1 The Honourable Executive Mayor APPROVES the Service Delivery and Budget Implementation Plan (SDBIP), as well as Operational Plans (OPs) for the Financial Year 2017 / 2018

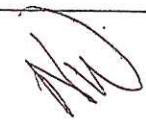
3.2 Once approved:

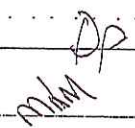
3.2.1 The approved SDBIP and OPs must form the basis for the performance management of the Municipal Manager and Senior Managers as prescribed by laws and regulations governing local government

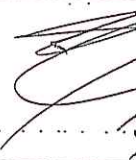
RECOMMENDATIONS APPROVED / RECOMMENDATIONS DISAPPROVED

  
HON. N. SPEELMAN  
EXECUTIVE MAYOR

27/06/2017  
DATE









A 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

OBJECTIVE	STRATEGY	KPI	BASLINE	WARD No	ANNUAL TARGET	ANNUAL BUDGET	RESPONSIBLE DEPARTMENT	Q1	Q2	Q3	Q4
To ensure that the Matjhabeng Local Municipality is sufficiently capacitated with skilled and competent workforce across all levels in order to meet service Delivery objectives.	Review the Organizational structure and identify critical positions to capacitate the Local Municipality.	Approved Organizational structure.	Structure reviewed by 4th Quarter of 2016/2017 Financial year.	All	Approved structure by 1 <sup>st</sup> Quarter of 2017/2018	R0	Corporate Services				Approved Organizational structure.
Recruit, Select and place applicants in line with the approved Organizational structure and Budget.	Ensure that all critical appointments are filled in accordance with the Organizational structure and budget	Number of critical positions filled in accordance with the Organizational Structure.	In line with the guidelines related to critical skills as espoused by LGSETA Critical Skills Index	All	16% of all vacant positions in line with the annual staff turnover.	R74898461	Corporate Services	All critical appointments are filled in accordance with the Organizational structure and budget			
	Recruit and place employees in line with approved Human Resources Policy.	All Employees placed in line with Human Resources policy.	Placement in line with HR Policy	All	100% placement in line with HR Policy	R0	Corporate Services	All Employees placed in line with Human Resources policy.			
	Induct all newly recruited employees	New Employees Inducted	Induction conducted	All	All New employees Inducted	R0	Corporate Services		New Employees Inducted		
To capacitate the Matjhabeng Local Municipality with well Trained and skilled employees.	To design and implement the skills programmes that enhances the capacity and expertise of employees in order to enable them to deliver quality service.	Adequately resourced skills bank and qualifications inventory.	Current Skills and Qualifications Audit	All	100% of the Training Budget	R0	Corporate Services		Current Skills and Qualifications Audit		
To ensure Health and Wellness of employees and councilors within Matjhabeng Local Municipality	To implement Health and wellness programs, initiatives and projects that address employee challenges	Approved health and wellness plan.	Current health and wellness plan.	All	Approved health and wellness plan.	R0	Corporate Services/Speaker's Office		Approved health and wellness plan.		

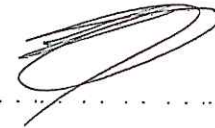
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	Employment Equity policies	Employment Equity Plan								Employment Equity Plan	
	Submit Employment Equity Reports to the Department of labor	Employment Equity Reports submitted to the Department of Labor within prescribed time frames	All prescribed Employment Equity Reports submitted within prescribed time frames	All	All prescribed Employment Equity Reports submitted within prescribed time frames	0	Corporate Services			1 Employment Equity Report	

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	Refurbishment of Klippan Pump station completion and upgrading of the Mostert/Sandriver canal	Refurbished Klippan Pump station and upgraded Mostert/Sandriver canal measured according to PPIM	Pump station not effective on management of water level of Witpan and Sandriver Canal not properly functional.	24, 32	PPIM 53 completed	R15m	CAPITAL	PPIM 2	PPIM 8	PPIM 30	PPIM 53
to maintain MAMTW such that pillages are prevented and existing infrastructure are functional and to extend the life expectancy thereof	Sumps cleaned at pump stations	Number of sumps cleaned in the next financial year.	25 sumps	All	5 sumps	R2m	COUNCIL (O&M)	Tender approved	2 cleaned	4 cleaned	5 cleaned
to renew dilapidated or dysfunctional old sewer infrastructure by replacing 5% of worn out sewer pipelines in a five-year cycle.	Construct and refurbish of Kutlwanong outfall sewer line	Refurbished Kutlwanong outfall sewer line measured according to PPIM	Kutlwanong outfall sewer line exists	10, 18	PPIM 58 completed	R3.5m	MIG	PPIM 4	PPIM 35	PPIM 49	PPIM 58
	Construct and refurbish Odendaalsrus (Van der Vyfer) outfall sewer line over 2 financial years	Odendaalsrus outfall sewer lines refurbished according to PPIM	Odendaalsrus: 3.7 km of outfall sewer dysfunctional	36	PPIM 58 completed	R5m	COUNCIL (O&M)	PPIM 4	PPIM 35	PPIM 49	PPIM 58
	Refurbish Stateway main sewer busy collapsing in 3 phases of 600m each	Refurbished main sewer in Stateway for Phase 1 according to PPIM	1800 meter main sewer need refurbishment	27, 32, 34	PPIM 58 completed	R2m	COUNCIL (O&M)	PPIM 4	PPIM 35	PPIM 49	PPIM 58
	Refurbish Kopple Alleen main sewer busy collapsing in 2 phases of 500m each	Refurbished main sewer in Stateway for Phase 2 according to PPIM	1000 meter main sewer need refurbishment	32	PPIM 58 completed	R4m	COUNCIL (O&M)	PPIM 4	PPIM 35	PPIM 49	PPIM 58
	Refurbish Jan Hofmeyr and Kopple Alleen crossing main sewer busy collapsing 70m	Refurbished 70 m main sewer in Jan Hofmeyr Road according to PPIM	70 meter main sewer need refurbishment	32	PPIM 58 completed	R0.5m	COUNCIL (O&M)	PPIM 4	PPIM 35	PPIM 49	PPIM 58
PROGRAM: WATER DEVELOPMENTAL AND MAINTENANCE PROGRAMS AND ANCILLARY ITEMS											
to replace 15% of worn out water pipelines and ancillary works in a five-year cycle.	Replacement of worn out asbestos and steel water pipes to reduce water loss and service disruption.	Number of kilometers of worn out water pipelines replaced measured according to PPIM.	138 km of pipe exist	All	3 km worn out water pipelines replaced.	R5m from O&M Budget	COUNCIL	PPIM 4%	PPIM 49%	PPIM 67%	PPIM 80%



For storm water canals and networks.	Clean 8 km of unlined storm water canals in Matjhabeng twice a year.	Number of km of storm water canals cleaned	20 km exist	All	8 km of unlined canals cleaned	R6m/a	COUNCIL	2 km cleaned	4 km cleaned	6 km cleaned	8 km cleaned
To compile and implement a maintenance and upgrading plan for storm water canals and networks.	Clean and maintain 2km of existing storm water drainage pipes.	Number of km of storm water drainage pipes cleaned and maintained	360km exist	35,36	2 km of drainage pipes cleaned and maintained	R1m	COUNCIL	0.5 km cleaned	1 km cleaned	1,5 km cleaned	2 km cleaned
	Repair or replace 40 damaged and stolen catch pit and manhole lids	Number of stolen or damaged catch pit and manhole lids repaired or replaced	1300 catch pits exist	All	200 lids repaired or replaced	R2m/a	COUNCIL	50 repaired or replaced	100 repaired or replaced	150 repaired or replaced	200 repaired or replaced
To upgrade and formalise storm water network to reduce maintenance and enhance effectiveness of system	Nyakallong: Construction of storm water system - phase 1	Construction of roads measured according to PPIM	Unformalised system	19,36	PPIM 85 completed	R6.99m	MIG	PPIM 67	PPIM 71	PPIM 80	PPIM 85
PROGRAMME: ELECTRICITY DISTRIBUTION											
132 KV DISTRIBUTION											
To ensure an effective and safe 132kV Distribution network	WELKOM Provide and Install 20MVA 132KV transformer at Urania Substation	PPIM 100 completed	4 Substations	23,24	100 completed	R14m	COUNCIL	PPMIM 25	PPIM 40	PPIM 62	PPIM 90
LOW AND MEDIUM VOLTAGE DISTRIBUTION											
To ensure the effectiveness of the medium voltage distribution networks	WELKOM: Supply 4km of low and medium voltage network in Extension 15 Thabong.	PPIM 100 completed	Extension 15 Thabong exists	24, 11	100 completed	R 2 8m	COUNCIL and DOE	PPMIM 25	PPIM 40	PPIM 62	PPIM 90
STREETLIGHTS											
To ensure an effective service and adhere to road ordinances as well SANS regulations	To ensure a sound high mast and streetlight Installation as GIZ, DOE and MIG funding is made available.	Approval of finding from GIZ by Minister of Energy and construction of project PPIM	27000 street lights	All wards	Retrofitting of 123 high mast lights with energy efficient technologies: PPIM 90	R12m	GIZ	Approval of Minister	PPIM 40	PPIM 62	PPIM 90
CEMETERIES											
Creates new and upgrade existing to ensure that facilities and graves sites exist to support burials	Mmamahabane: Creation and Upgrading of Cemeteries (New Development)	Create new cemetery at Mmamahane and measured according to PPIM	Existing near its life expectancy	1	PPIM 49 completed	R2.3m	MIG	PPIM 4	PPIM 20	PPIM 35	PPIM 49
KPA 2: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT											
PROGRAMME: MASTER PLANS											
To ensure long-term cost effective bulk Water supply to Matjhabeng	Comply with the Water Services Authority legislative requirements subject to availability of budget.	Develop Water Services Development master plan (WSDP) according to legislation (Act 108 of 1997) and Water master plan (WMP) according to PPIM	2011 Draft exists	All wards	PPIM 85 completed	R3m	COUNCIL/ DBSA	PPIM 4	PPIM 35	PPIM 62	PPIM 85

OBJECTIVE	STRATEGY	KPI	DEADLINE	WARD NO	ANNUAL TARGET	ANNUAL BUDGET	FUNDING SOURCE	RESPONSIBILITY	Q1	Q2	Q3	Q4
Promote the priority of re	Building of units for Military Veteran Programme	Number of units released for Military Veteran Programme	62 Units build	Riebeeckstad Odendaalsrus Rheederspark	62 Units	R 200,000 per unit	Provincial Department of Human Settlements.	HS	15 units	15 units	15 units	17 units
	Facilitate the marketing of Finance-Linked Individual Subsidy Program (FLISP)	Number of clients received from marketing initiatives for FLISP (workshops, media release, pamphlet etc.)	none	All wards	Number of Subsidy approvals received		Financial Institutions Private Funding Provincial Department of Human Settlements	HS	Consumer education	Number of application received	Consumer education	Number of application received
	Facilitate erection of 529 Units for Middle – High Income areas for next financial year	Number of units built through: • Land Availability Agreements (LAA)	Flamingo Park = 529 units	34	529	Per allocation	Provincial Department of Human Settlements. COUNCIL PPP Initiatives Financial Institutions	HS	Consumer education & Marketing	2 show houses built	Consumer education & marketing	529 units built
	Minimize land and house disputes and queries.	Number of disputes handled.	20	All wards	50		Council	HS	12	12	12	14
	Facilitate the distribution of Title-deeds	Number of title deeds issued	300	All ward	800		Council	HS	200	200	200	200
	Alienate 800 Serviced sites	Disposal of residential & community Facilities & Business sites.	800	All Wards	800			HS			Item: Submit list to Council for approval	800 sites disposed
	Facilitate the transfer of sites and houses in Matjhabeng to qualifying occupants by January 2018	Number of applications submitted to Provincial Human Settlement for processing	300	All wards	300	R10. 5 million	Provincial Department of Human Settlements	HS	50	50	100	100
	Facilitate land acquisition to address Housing backlog	Number of farms purchased	none	Thabong, Meloding and Nyakallong	5000 sites pegged		Provincial Department of Human Settlements	HS	Process: assessment of identified land.	Process: Infrastructural analysis	Process: submission of temporary layout	Process: appointment of Land surveyor.
	Allocate sites to qualifying informal settlement beneficiaries	Number of sites allocated to qualifying beneficiaries from 21 informal settlements	5 wards	22, 16, 1, 25 and 2	3500 sites	R500 000	MIG	HS	875	875	875	875
	Implement a programme for the deregistration of abandoned sites in Matjhabeng Local Municipality by June 2017	Number of abandoned deregistered sites identified and transferred in Matjhabeng in June 2017	1500	All wards	1500	R 5million	COUNCIL	HS			ITEM: Refer to Council for approval	Appointment of Conveyancers



Ensure that basic recreation facilities are available in communities	Upgrade & maintain existing & build new municipal sport & recreation facilities	Upgrade 1 Sport Stadium: Thabong	1 Upgraded Sport Stadium	1 Upgraded Sport Stadium	R8 598 883, 84	MIG	28	EDCS			Upgrade 1 Sport Stadium:	
	Establish 1 multi-purpose centre: Far East Hall	1 multi-purpose centre established	1 multi-purpose centre established	1 multi-purpose centre established	R 8 325 794.68	13	13	EDCS			1 multi-purpose centre established	
	Upgrading of swimming pools	1 swimming pool upgrade in Welkom		1 swimming pool upgraded	R 16 000 000		35	EDCS				1 swimming pool upgraded
Ensure that the quality has an and efficient management	Procure 2000 wheellie bins by June 2018	Procurement of 2000 wheellie bins	Procurement of 2000 wheellie bins	Procurement of 2000 wheellie bins	R4 000 000	Council	All Wards, except Welkom Wards	EDCS				Procurement of 2000 wheellie bins
OBJECTIVE	STRATEGY	KPI	BASELINE	ANNUAL TARGET	BUDGET	FUNDING SOURCE	WARD	RESPONSIBILITY	Q1	Q2	Q3	Q4
Ensure sustainable control	Procure 1000 signs and 500 000 litres of paint per year	Number of road traffic signs procured per year. Number of litres of paint procured per year.	1000 signs and 500 000 litres of paint per year	1000 signs and 500 000 litres of paint per year	R2 400 000	Council	All	EDCS				1000 signs and 500 000 litres of paint per year
OBJECTIVE	STRATEGY	KPI	BASELINE	ANNUAL TARGET	BUDGET	FUNDING SOURCE	WARD	RESPONSIBILITY	Q1	Q2	Q3	Q4
Ensure that the quality creates an environment for businesses to thrive and reduction of	Appoint 140 Municipal security personnel as Law Enforcement Officers by June 2018	Number of Security Personnel appointed as Law Enforcement Officers by June 2018	Advert has already been issued for about 30 security personnel	140 Security Personnel	As per the salary budget	Council	All	EDCS				140 Security Personnel
	Train all 140 Municipal security personnel as Law Enforcement Officers by June 2017	Number of Security Personnel trained as Law Enforcement Officers	140	140	As per the salary budget	Council	All	EDCS				140 Municipal security personnel

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OBJECTIVE	STRATEGY	KPI	BASELINE	WARD	ANNUAL TARGET	ANNUAL BUDGET	FUNDING SOURCE	RESPONSIBILITY	Q1	Q2	Q3	Q4
PROGRAM: DEVELOPMENT PLANNING												
Ensure the development and review of the Matjhabeng SDF and implement strategies in Matjhabeng to promote sustainable development	Review of the Matjhabeng SDF	A reviewed and approved SDF for Matjhabeng in terms of SPLUMA	Matjhabeng SDF was approved in 2013 but requires review in terms of the SPLUMA	All	1	R500 000	Department of Rural Development and Land Reform / COUNCIL	LED & P	1 Matjhabeng SDF			
	Evaluate land availability for all land uses and formulation of sectoral development land development strategies	Annual land status quo report	A 2014 document exists which requires updating on order to understand the availability of land for all land uses.	All	1 Annual land status quo report	R0.00	-	LED & P		1 Annual land status quo report		
	Develop a guideline document for spatial planning layout standards for Matjhabeng	Guideline document	A consolidated and uniform set of planning guidelines is required for effective and uniform township layout planning in Matjhabeng.	All	1	R0.00	-	LED & P	1 Guideline document			
	Evaluation of a strategy for the provision of and re-allocation of surplus school erven in Matjhabeng	Approved strategy for utilization and re-development of surplus school erven	A large number of school erven are vacant that may be utilized for development.	All	1	R0.00	-	LED & P		1 Approved strategy for utilization and re-development of surplus school erven		
	Sunelex project	Facilitation of land acquisition and layout	Power purchase agreement, Land rental and rehabilitation agreements in progress.	All	1	R0.00	-	LED & P		1 Facilitation of land acquisition and layout		
	Welkom Walkway	Approved lease agreement and implementation of project	Redevelopment of the walkway by private initiative approved	All	1	R0.00	-	LED & P	1 lease agreement and implementation of project			
	Provision of land for the development of general public amenities: ESKOM areas, cemeteries, new clinics, fire stations, recreation areas, etc. in Matjhabeng	Approved site allocation and facilitation of development	The need for the development of new public amenities is constantly identified.	All	4	R0.00	-	LED & P	4 sites allocated			
Facilitate the effective marketing and development of commercial and industrial in Matjhabeng	Identification, marketing, evaluation of development proposals and recommendations regarding the development of high	Successful alienation and development of commercial and industrial land in Matjhabeng	Quarterly land marketing initiative.	All	20	R0.00	-	LED & P	5 land marketing initiative.	5 land marketing initiative.	5 land marketing initiative.	5 land marketing initiative.

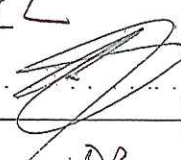
	economic development.											
ment attraction, tion	Revise current Incentives	Current Incentives are revised and approved by Council by June 2017	0	All	1 Revised current Incentives	R300 000	COUNCIL	LED & P	1 current Incentives Strategy revised			
te tourism activities habeng Local pal Area	Host end of year Municipal function	A Municipal function held at the end of December 2017.	Annual event	All	1 end of year Municipal function held	R1,5m	COUNCIL	LED&P/Executive Mayor		1 end of year Municipal function held		
	Host 1 tourism festival during December 2017	Tourism Festival Held	0	All	1 tourism festival held during December 2017	R1,5m	COUNCIL	LED&P/Executive Mayor		1 Tourism Festival held		
PROGRAM: AGRICULTURE AND MINING PROJECTS												
ate the suitable nment for able agricultural tion	Private Public Partnership In respect of the collaboration with Matjhabeng Local Municipality, Rietfontein Agri Partners and the emerging farmers for the cultivation of field crops	Number of farms to be Involved In a contract between a public sector authority (Matjhabeng Local Municipality) and a private party (Rietfontein Agri Partners)	0	All	1 partnership between Municipality and Rietfontein Agri Partners (20 farms)	R0,00	COUNCIL & Rietfontein Agri Partners	LED & P				1 partnership between Municipality and Rietfontein Agri Partners (20 farms)
	Acquire suitable grazing and arable agricultural land which will be used by the emerging farmers in Matjhabeng Local Municipality	Number of suitable grazing and arable agricultural land acquired	1	All	1 suitable grazing and arable agricultural land for 4 emerging farmers	R20m	Department of Rural Development and Land Reform	LED & P			1 suitable grazing and arable agricultural land for 4 emerging farmers	
	Upgrade Infrastructure of 4 municipal farms	Improved state of agricultural Infrastructure in Municipal Farms	3	All	Infrastructure upgrade on 4 municipal farms	R1 591 026	COUNCIL (Capital Budget) Dept. of Agriculture Dept. Rural Development and Land Reform	LED & P		Infrastructure upgraded on 4 municipal farms		
	Establish 1 organic Fertilizer plant, Feedlot, Non GMO maize and hydroponics farming in Matjhabeng Local Municipality (Welkom)	Number of Fertilizer plant, Feedlot, Non GMO maize and hydroponics to be established	0	30	1 organic Fertilizer plant, Feedlot, Non GMO maize and hydroponics farming in Matjhabeng Local Municipality (Welkom)	R2m	The Phodi-Green Company COUNCIL	LED & P		1 organic Fertilizer plant, Feedlot, Non GMO maize and hydroponics farming in Matjhabeng Local Municipality (Welkom)		
	Provide 1 requisite Infrastructure to stray livestock and a trading livestock market by June 2017	Existence of livestock Impoundment and livestock trading Centre in Matjhabeng Local Municipality	0	30	1 requisite infrastructure to stray livestock provided	R18,5m	COUNCIL	LED & P		1 requisite infrastructure to stray livestock and a livestock trading market provided		
	Develop a temporary livestock	1 temporary livestock	0	9	1 temporary livestock	R0.00	-	LED & P		1 temporary livestock		

	development of the Mini-Butcheries Programme Initiative by SPATA as part of their Broad-Based Black Economic Empowerment	Programme initiated by SPATA					Matjhabeng Local Municipality					
							DESTEA					
	Facilitate the project plan and	Purchasing and renovation of	0	5	1	R5m	External	LED & P			1 light industrial area in Meloding (Virginia)	
	Implementation of light industrial area in Meloding (Virginia)	identified building which will be used as the light industrial Park by SMME's in Virginia					Molopo / Tetra 4					
	Facilitate the reduction of current municipal dump and recycle usable material thereby reduce waste and find alternative use and products	Number of recycling projects to be supported	2	All	4	R200.000	External	LED & P		4 recycling projects supported		

  
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	STRATEGY	KPI	BASELINE	WARD	ANNUAL TARGET	ANNUAL BUDGET	FUNDING SOURCE	RESPONSIBILITY	Q1	Q2	Q3	Q4
Efficient control	Prepare a Draft Account Payable Policy to be approved by council	Date by which a Draft Account Payable Policy will be approved	1	All	31 May 2017	R0.00	-	FINANCE				31 May 2017
Efficient control	Encourage suppliers to submit relevant documentation on time	Number of reconciliation and age analysis reports timeously submitted	12	All	12 monthly reports	R0.00	-	FINANCE	3 monthly reports	3 monthly reports	3 monthly reports	3 monthly reports
Asset	Prepare a complete and accurate asset register	Number of reconciliation reports timeously submitted	12	All	12 Monthly Reports On additions and redundant assets	R0.00	-	FINANCE	12 Monthly Reports On additions and redundant assets	12 Monthly Reports On additions and redundant assets	12 Monthly Reports On additions and redundant assets	12 Monthly Reports On additions and redundant assets
	Conduct two asset counts per year	Number of asset counts per year	1	All	1 reports on asset counts	R0.00	COUNCIL	FINANCE		1 report on asset counts		1 report on asset counts
	Conduct quarterly depreciation calculations	Quarterly Depreciation Calculations	1	All	1 quarterly reports on the accuracy of depreciation	R0.00	COUNCIL	FINANCE	1 report on the accuracy of depreciation	1 report on the accuracy of depreciation	1 report on the accuracy of depreciation	1 report on the accuracy of depreciation
PROGRAMME: REVENUE MANAGEMENT												
	Implementation of Internal controls and key control matrix	Internal controls and key control matrix	12 monthly reports	All wards		R0	COUNCIL	FINANCE	3 monthly report	3 monthly report	3 monthly report	3 monthly report
	Develop a financial management strategy and a turnaround strategy for transformation	25% Increase in market income	Monthly market income	All wards		R20 000 000	COUNCIL	FINANCE	3 Monthly market income	3 Monthly market income	3 Monthly market income	3 Monthly market income

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	Hold 4 Mayoral Imbizo's in the 6 units of Matjhabeng by June 2017	4 Mayoral Imbizo's held in the 6 units of Matjhabeng by June 2017	6	4 Mayoral Imbizo held	R 600 000	COUNCIL	All	Office of the Executive Mayor	1 Mayoral Imbizo held	1 Mayoral Imbizo held	1 Mayoral Imbizo held	1 Mayoral Imbizo held
	Convene and hold an annual career expo and guidance between January and February 2017.	Annual career expo convened and guidance between January and February 2017.	1	1 Annual career expo	R 200,000	COUNCIL	All	Office of the Executive Mayor			1 Annual career expo	
OBJECTIVE	STRATEGY	KPI	BASELINE	ANNUAL TARGET	ANNUAL BUDGET	FUNDING SOURCE	WARD	RESPONSIBILITY	Q1	Q2	Q3	Q4
Improve the optimal functionality of the Ward Committees	Produce credible ward committee plans that are aligned to the IDP by September 2016	Number of ward plans produced by September 2016	360	36 Ward plans	R 600 000	COUNCIL	All	Speaker	36 Ward plans			
	Produce 12 monthly reports about activities/programmes within each of the 36 wards	Number of monthly reports from ward committees produced for the whole financial year/12 months	432	432 Reports (36 Wards x 12 reports)	R0	-	All	Speaker	108 Reports (36 Wards x 3 reports)	108 Reports (36 Wards x 3 reports)	108 Reports (36 Wards x 3 reports)	108 Reports (36 Wards x 3 reports)
	Manage performance of all 36 wards in the municipality	Number of performance management reports submitted to office of the Speaker on a quarterly	144	144 Performance Reports (36 Wards x 4 Reports)	R 200 000	COUNCIL	All	Speaker	36 Performance Reports (36 Wards reports)	36 Performance Reports (36 Wards reports)	36 Performance Reports (36 Wards reports)	36 Performance Reports (36 Wards reports)
	Develop and implement a skills profiles of all ward committee members to determine relevant capacity building programme	Number of skills audit and training programmes conducted	1	1 Skills Audit undertaken 3 Training programmes	R 200 000	COUNCIL	All	Speaker	1 Skills Audit undertaken 1 Training programmes	2 Training programmes		
Improve public participation thereby minimizing public protests	Communicate relevant Council resolutions to Ward Committees quarterly (in consultation with the Offices of the Executive Mayor, Council Whilper and Municipal Manager)	Number of reports communicated to ward committees per quarter	4	4 Reports	R0	-	All	Speaker	1 report	1 report	1 report	1 report
	Hold Community meetings at least once a quarter with the Ward Councillor supported by the Ward Committee to address community programmes/developmental matters.	Number of community meetings held by a ward councillor to address community programmes/developmental matters.	144	144 Community Meetings	R0	-	All	Speaker	36 Community Meetings per ward	36 Community Meetings per ward	36 Community Meetings per ward	36 Community Meetings per ward
Ensure Council functions optimally, effectively and efficiently	Convene council meetings at least four times as per the approved schedule four times per year	Number of approved Council meetings convened	4	A minimum of 4 sittings per year (excluding special Council sittings)	R0	-	All	Speaker	A minimum of 1 sitting per quarter (excluding special Council sittings)	A minimum of 1 sitting per quarter (excluding special Council sittings)	A minimum of 1 sitting per quarter (excluding special Council sittings)	A minimum of 1 sitting per quarter (excluding special Council sittings)
OBJECTIVE	STRATEGY	KPI	BASELINE	ANNUAL TARGET	ANNUAL BUDGET	FUNDING SOURCE	WARD	RESPONSIBILITY	Q1	Q2	Q3	Q4

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	Approve a revised whistle blowing policy by May 2018 and implement the following financial year.	Approval and implementation of a whistle blowing policy by May 2018	1 whistle blowing policy approved in December 2016	1 whistle blowing policy	RO	-	All	EDSSS				1 whistle blowing policy
OBJECTIVE	STRATEGY	KPI	BASELINE	ANNUAL TARGET	BUDGET	FUNDING SOURCE	WARD	RESPONSIBILITY	Q1	Q2	Q3	Q4
Ensure effective internal control environment is created and improved management of municipal processes	Approve a risk based Internal audit plan by Audit Committee by September 2017	1 Approved Risk Based Internal Audit plan by September 2017	1 Plan was approved in November 2016	1 Approved Risk Based Internal Audit plan by September 2017	RO	-	All	EDSSS	1 Approved Risk Based Internal Audit plan by September 2017			
	Compile four Internal audit reports on operations, internal control, risk and performance management per year	Number of internal audit reports compiled per year	2 Internal Audit Reports were compiled for 2016/2017 financial year	Four Internal audit reports compiled per year	RO	-	All	EDSSS	1 Internal audit report compiled per quarter	1 Internal audit report compiled per quarter	1 Internal audit report compiled per quarter	1 Internal audit report compiled per quarter
	Develop and approve an Internal Audit methodology by the Audit Committee	Approval of Internal Audit methodology by audit committee	1 Internal Audit Methodology was approved by December 2016	1 Internal Audit Methodology approved by September 2017	RO	-	All	EDSSS	1 Internal Audit Methodology approved by Audit Committee by September 2017			
	Coordinate and host four Audit Committee meetings per year	Number of Audit Committee meetings coordinated and hosted	Four Audit Committee meetings were coordinated and hosted	Four Audit Committee meetings coordinated and hosted by July 2018	RO	-	All	EDSSS	1 Audit Committee meeting coordinated per quarter	1 Audit Committee meeting coordinated per quarter	1 Audit Committee meeting coordinated per quarter	1 Audit Committee meeting coordinated per quarter
	Facilitate annual review of Internal Audit Charter	Approval of the Audit Charter by the Audit Committee	1 Internal Audit Charter was approved by the Audit Committee in November 2016	1 Internal Audit Charter approved by the Audit Committee by September 2017	RO	-	All	EDSSS	1 Internal Audit Charter approved by the Audit Committee by September 2017			
OBJECTIVE	STRATEGY	KPI	BASELINE	ANNUAL TARGET	BUDGET	FUNDING SOURCE	WARD	RESPONSIBILITY	Q1	Q2	Q3	Q4
Alignment of policies at both District, Provincial and National levels to ensure synergy in planning	Attend all set forum meetings as required by Inter-Governmental Framework Act	Number of Municipal Managers Forum meetings attended for the financial year.	4 MM's meetings	4 MM's meetings attended during the 2017/2018 financial year	RO	-	All	EDSSS	1 MM's meeting attended during the 2017/2018 financial year	1 MM's meeting attended during the 2017/2018 financial year	1 MM's meeting attended during the 2017/2018 financial year	1 MM's meeting attended during the 2017/2018 financial year
		Number of technical IGR forum meeting attended during the financial year.	3 technical IGR meetings were attended during the	4 technical IGR meetings attended by June 2018	RO	-	All	EDSSS	1 technical IGR meeting attended per quarter	1 technical IGR meeting attended per quarter	1 technical IGR meeting attended per quarter	1 technical IGR meeting attended per quarter



## PERSONAL DEVELOPMENT PLAN OF

## Appendix A

Complied on (Date): .....

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
<i>Example:</i> Appraise performance of managers	The manager will be able to enter into PM contracts with all direct reports/appraise them against set criteria with the next quarter	<ul style="list-style-type: none"> <li>• PM course (theoretical and practical)</li> <li>• Coaching in work place</li> <li>• Indicate unit standards</li> </ul>	External provider in line with unit standard, not exceeding R6000	March 09	Appraisals of managers reporting to him	Senior Manager, Training
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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
3.						
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## Appendix B

**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"> <li>◇ Gives direction to team in realising the organisation's strategic objectives;</li> <li>◇ Impacts positively on team morale, sense of belonging and participation;</li> <li>◇ Develops detailed action plans to execute strategic initiatives;</li> <li>◇ Assists in defining performance measures to evaluate the success of strategies;</li> <li>◇ Achieves strategic objectives against specified performance measures;</li> <li>◇ Translates strategies into action plans;</li> <li>◇ Secures co-operation from colleagues and team members;</li> <li>◇ Seeks mutual benefit/win-win outcomes for all concerned;</li> <li>◇ Supports stakeholders in achieving their goals;</li> <li>◇ Inspires staff with own behaviour – "walks the talk";</li> <li>◇ Manages and calculates risks;</li> <li>◇ Communicates strategic plan to the organisation; and</li> <li>◇ Utilises strategic planning methods and tools.</li> </ul>
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"> <li>◇ Establishes broad stakeholder involvement and communicates the project status and key milestones;</li> <li>◇ Defines roles and responsibilities for project team members and clearly communicates expectations;</li> <li>◇ Balances quality of work with deadlines and budget;</li> <li>◇ Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan;</li> <li>◇ Uses computer software programmes to help manage project; and</li> </ul>



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		Sets and manages service level agreements with contractors.
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"> <li>◇ Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate;</li> <li>◇ Manages and monitors financial risk;</li> <li>◇ Continuously looks for new opportunities to obtain and save funds;</li> <li>◇ Prepares financial reports and guidelines based on prescribed format;</li> <li>◇ Understands and weighs up financial implications of propositions;</li> <li>◇ Understands, analyses and monitors financial reports;</li> <li>◇ Allocates resources to established goals and objectives;</li> <li>◇ Aligns expenditure to cash flow projections;</li> <li>◇ Ensures effective utilisation of financial resources;</li> <li>◇ Develops corrective measures/actions to ensure alignment of budget to financial resources; and</li> <li>◇ Prepares own budget in line with the strategic objectives of the organisation.</li> </ul>
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"> <li>◇ Performs analysis to determine the impact of changes in the social, political and economic environment;</li> <li>◇ Keeps self and others calm and focused during times of change or ambiguity;</li> <li>◇ Initiates, supports and encourages new ideas;</li> <li>◇ Volunteers to lead change efforts outside of own work team;</li> <li>◇ Consults and persuades all the relevant stakeholders of the need for change;</li> <li>◇ Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change;</li> <li>◇ Coaches colleagues on how to manage change;</li> <li>◇ Proactively seeks new opportunities for change;</li> <li>◇ Identifies and assists in resolving resistance to change with stakeholders;</li> <li>◇ Designs specific projects to enable change that are aligned to the</li> </ul>

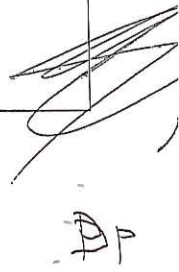
		<p>organisational objectives; and</p> <p>◊ Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.</p>
5. Knowledge Management	Obtains, analyses and promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organisation.	<p>◊ Uses appropriate information systems to manage organisational knowledge;</p> <p>◊ Uses modern technology to stay abreast of world trends and information;</p> <p>◊ Evaluates information from multiple sources and uses information to influence decisions;</p> <p>◊ Creates mechanisms and structures for sharing of knowledge in the organisation;</p> <p>◊ Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organisational efficiency;</p> <p>◊ Promotes the importance of knowledge sharing within own area;</p> <p>◊ Adapts and integrates information from multiple sources to create innovative knowledge management solutions; and</p> <p>◊ Nurtures a knowledge-enabling environment.</p>
6. Service Delivery Innovation	Champions new ways of delivering services that contribute to the improvement of organisational processes in order to achieve organisational goals.	<p>◊ Consults clients and stakeholders on ways to improve the delivery of services;</p> <p>◊ Communicates the benefits of service delivery improvement opportunities to stakeholders;</p> <p>◊ Identifies internal process improvement opportunities to SDI;</p> <p>◊ Demonstrates full knowledge of principles on service delivery 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>

  
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7. Problem Solving and Analysis	Systematically identifies, analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.	<ul style="list-style-type: none"> <li>◇ Explains potential impact of problems to own working environment;</li> <li>◇ Demonstrates logical problem solving approach and provides rationale for proposed solutions;</li> <li>◇ Determines root causes of problems and evaluates whether solutions address root causes;</li> <li>◇ Demonstrates objectivity, thoroughness, insight fullness, and probing behaviours when approaching problems; and</li> <li>◇ Demonstrates the ability to break down complex problems into manageable parts and identify solutions.</li> </ul>
8. People Management And Empowerment	Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve organisational goals.	<ul style="list-style-type: none"> <li>◇ Seeks opportunities to increase personal contribution and level of responsibility;</li> <li>◇ Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches;</li> <li>◇ Delegates and empowers others to increase contribution and level of responsibility;</li> <li>◇ Applies labour and employment legislation and regulations consistently;</li> <li>◇ Facilitates team goal setting and problem solving;</li> <li>◇ Recognises individuals and teams and provides developmental feedback in accordance with performance management principles;</li> <li>◇ Adheres to internal and national standards with regards to HR practices;</li> <li>◇ Deals with labour matters;</li> <li>◇ Identifies competencies required and suitable resources for specific tasks;</li> <li>◇ Displays personal interest in the well-being of colleagues;</li> <li>◇ Able to manage own time as well as time of colleagues and other stakeholders; and</li> <li>◇ Manages conflict through a participatory transparent approach.</li> </ul>

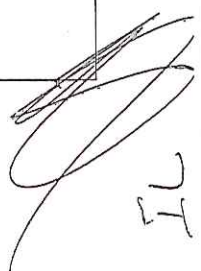




9. Client Orientation And Customer Focus	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.	<ul style="list-style-type: none"> <li>◇ Develops clear and implementable service delivery improvement programmes;</li> <li>◇ Identifies opportunities to exceed the expectations of customers;</li> <li>◇ Designs internal work processes to improve customer service;</li> <li>◇ Adds value to the organisation by providing exemplary customer service; and</li> <li>◇ Applies customer rights in own work environment.</li> </ul>
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"> <li>◇ Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way;</li> <li>◇ Receptive to alternative viewpoints;</li> <li>◇ Adapts communication content and style according to the audience including managing body language effectively;</li> <li>◇ Delivers messages in a manner that gains support, commitment and agreement;</li> <li>◇ Writes well structured complex documents;</li> <li>◇ Communicates controversial sensitive messages to stakeholders tactfully;</li> <li>◇ Listens well and is receptive; and</li> <li>◇ Encourages participation and mutual understanding.</li> </ul>
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"> <li>◇ Conducts self in accordance with organisational code of conduct;</li> <li>◇ Admits own mistakes and weaknesses and seeks help from others where unable to deliver;</li> <li>◇ Reports fraud, corruption, nepotism and maladministration;</li> <li>◇ Honours the confidentiality of matters and does not use it for personal gain or the gain of others;</li> <li>◇ Discloses conflict of interests issues;</li> <li>◇ Establishes trust and shows confidence in others;</li> <li>◇ Treats all employees with equal respect;</li> <li>◇ Undertakes roles and responsibilities in a sincere and honest manner;</li> <li>◇ Incorporates organisational values and beliefs into daily work;</li> <li>◇ Uses work time for organisational matters and not for personal</li> </ul>

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		matters; and ◇ Shares information openly, whilst respecting the principle of confidentiality.
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