

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE KAREEBERG, MUNICIPALITY
AS REPRESENTED BY THE MAYOR

NICO TITUS

AND

WILLEM DE BRUIN

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 1 JULY 2014 - 30 JUNE 2015

N.I.T. on

W. de Bruin

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Kareeberg Municipality herein represented by:

Nico Titus

in his capacity as Mayor (hereinafter referred to as the Employer or Supervisor)

and

Willem de Bruin,

employee of the Municipality (hereinafter referred to as the Employee).

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 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.

1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.

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


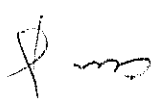
2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;

2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;

2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;

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- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1st of July 2014 and will remain in force until 30th June 2015 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan 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 above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Appendix A) 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 in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives, key performance indicators, target dates and weightings.
- 4.2.1 The key objectives describe the main tasks that need to be done.

- 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.
- 5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The Employee's assessment will be based on his performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Appendix A), which are linked to the KPAs, and will

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

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	30
Municipal Institutional Development and Transformation	10
Local Economic Development (LED)	5
Municipal Financial Viability and Management	35
Good Governance and Public Participation	20
Total	100%

5.7

In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.

5.8

The CCRs will make up the other 20% of the Employee's assessment score. CCRs that are deemed to be most critical for the Employee's specific job should be selected (✓) from the list below as agreed to between the Employer and Employee. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)		WEIGHT
Strategic Capability and Leadership		10
Programme and Project Management		
Financial Management	compulsory	10
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		10
People Management and Empowerment	compulsory	10
Client Orientation and Customer Focus	compulsory	10
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative an national policy frameworks		10
Knowledge of Performance Management and Reporting		10
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		10
Knowledge of more than one functional municipal field / discipline		10

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		10
Total percentage	-	100%

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Appendix A) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the Employee's performance; and
 - 6.1.2 the intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

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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 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR 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 KPAs and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5

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 N.I.T. *(initials)*

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For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

6.7

Level	Terminology	Description	Rating
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.	1
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.	2
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.	3
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.	4
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the 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.	5

- 7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:
- | | | | | |
|----------------|---|--------------------|---|------------|
| First quarter | : | July – September | : | 31/10/2014 |
| Second quarter | : | October – December | : | 31/01/2015 |
| Third quarter | : | January – March | : | 30/04/2015 |
| Fourth quarter | : | April – June | : | 31/07/2015 |
- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.
- 7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.
- 7.5 The **Employer** may amend the provisions of Appendix "A" whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

7. SCHEDULE FOR PERFORMANCE REVIEWS

- 6.7.1 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 or executive committee or in respect of a plenary type municipality, another member of council;
6.7.4 Mayor and/or municipal manager from another municipality; and
6.7.5 Member of a ward committee as nominated by the Mayor.
- 6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -
- 6.8.1 Municipal Manager;
6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
6.8.4 Municipal manager from another municipality.
- 6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Appendix "A" part two.

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 to assist 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 in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

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

11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

11.3 In the case of unacceptable performance, the **Employer** shall –
11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

12.1 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.
12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;
whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Cape Town on this the 24 day of July 2014.

AS WITNESSES:

1. [Signature]

2. [Signature]

AS WITNESSES:

1. Jan Schutte

2. [Signature]

[Signature]
EMPLOYEE

[Signature]
MAYOR

Appendix "A"

Kareeberg Municipality: Performance Plan for the Municipal Manager for the 2014/15 Financial Year

Employee Name:	W. de Bruin		Employee Number:	
Job Title:	Municipal Manager		Department:	Office of the Municipal Manager
Manager:	Mayor	Date:	2014/2015	
Position Purpose:	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			
Key Responsibilities:	The following objects of local government will inform the Municipal Manager's performance against set performance indicators: <ol style="list-style-type: none">1. Provide democratic and accountable government for local communities.2. Ensure the provision of services to communities in a sustainable manner.3. Promote social and economic development.4. Promote a safe and healthy environment.5. Encourage the involvement of communities and community organisations in the matters of local government.			

Priority	KPI	Department	Responsibility	Frequency
KPA 1: Basic Service Delivery and Infrastructure Development				
BUILDING MAINTENANCE	To provide maintenance to municipal buildings * 80% to be reacted within 2 hours * 100% to be safeguarded on same day * 50% to be completed within two weeks	Planning and Development	Chief Operational Manager	Continuous
		IDP-LED	Chief Operational Manager	Continuous
		Health	Chief Operational Manager	Continuous
ENVIRONMENTAL SERVICES	To implement projects for which funding has been secured.			
	To ensure that all procedures are followed with the pounding of animals and that the register is kept up to date.			
	To buy a casket through contractor for pauper burials immediately after notification of the case.	Cemeteries & Crematoria	Chief Operational Manager	Continuous

Appendix "A"

Priority	KPI	Department	Responsibility	Frequency
	Annual inspection of the cemeteries to determine the availability of space in cemeteries.	Cemeteries & Crematoria	Chief Operational Manager	Continuous
	Managing maintenance of cemeteries.	Cemeteries & Crematoria	Chief Operational Manager	Continuous
Fire Brigade Services and Disaster Management	Administer of a Disaster Management Plan	Public Safety	Chief Operational Manager	Continuous
	Administering of Fire equipment	Public Safety	Chief Operational Manager	Continuous
SWIMMING POOL	Keep Municipal Swimming Pool clean at all times	Sports & Recreation	Chief Operational Manager	Continuous
SOLID WASTE	The removal of domestic waste at all residences in all residential areas once per week.	Waste Management	Chief Operational Manager	Continuous
	The dumping of all waste at the waste sites and administering the maintenance of the dumping site.	Waste Management	Chief Operational Manager	Continuous
	Monitor - Abattoir-waste	Waste Management	Chief Operational Manager	Continuous
SEWERAGE PURIFICATION	Administering the operations of the oxidation ponds in such a way that permit conditions are satisfied.	Waste Water Management	Chief Operational Manager	Daily
	Administer the sewerage tank removal, so that a standard service can be provided to all clients.	Waste Water Management	Chief Operational Manager	Continuous
SEWERAGE SERVICE	Manage the operations of the network including the removing of blockages within 36 hours.	Waste Water Management	Chief Operational Manager	Continuous
	Upgrading of sewerage ponds. Vosburg	Waste Water Management	Chief Operational Manager	30-Jun-15
	Attend to major washaways of roads within 24h of notification.	Road Transport	Chief Operational Manager	Continuous
	The efficient and effective management of maintenance of Storm-water Infrastructure and assets 7 days reaction to complaint * 14 days reaction to letters and correspondence	Road Transport	Chief Operational Manager	Continuous

Appendix "A"

Priority	KPI	Department	Responsibility	Frequency
Air Strip	Tarring of air strip	Road Transport	Chief Operational Manager	30-Jun-15
INSPECTION OF VEHICLES	Overseen that a maximum of 45 min [handling time] per vehicle are spend, but within the framework of SABS Practice Code 0216 when opened.	Traffic Services	Chief Operational Manager	Continuous
	To manage the SABS Inspectorate's requirements 100%	Traffic Services	Chief Operational Manager	Continuous
Water services	Water control and management – breaks and losses – daily, weekly and monthly.	Water Service	Chief Operational Manager	Continuous
	Water breaks must be repaired within twelve (12) hours after break has been reported.	Water Service	Chief Operational Manager	Continuous
	Managing total water supply system to ensure sufficient water provision.	Water Service	Chief Operational Manager	Continuous
	Inspection of town to identify faults for entry onto waterworks programmes – on-going	Water Service	Chief Operational Manager	Continuous
	Review and submit a Water Services Development Plan	Water Service	Chief Operational Manager	30-Apr-15
	Keep statistics – on-going.	Electricity Service	Chief Operational Manager	Continuous
Electricity	Application of relevant legislation – on-going	Electricity Service	Chief Operational Manager	Continuous
	Provide quotations for new electricity connections within ten (10) days where existing network is being used, and within thirty (30) days where extensions must be done.	Electricity Service	Chief Operational Manager	Continuous
	Provide supply within thirty (30) days where existing network can be used and sixty (60) days for low tension and ninety (90) days for medium tension where extensions must be made to the network. (Depending on availability)	Electricity Service	Chief Operational Manager	Continuous
	Repair power failures within the following times:	Electricity Service	Chief Operational Manager	

Appendix "A"

Priority	KPI	Department	Responsibility	Frequency
	(a) 50% within 1,5 hours	Electricity Service	Chief Operational Manager	Continuous
	(b) 60% within 3,5 hours	Electricity Service	Chief Operational Manager	Continuous
	(c) 90% within 7,5 hours	Electricity Service	Chief Operational Manager	Continuous
	(d) 98% within 24 hours	Electricity Service	Chief Operational Manager	Continuous
	Maintain a 24 hour electricity emergency service.(exl. Eskom)	Electricity Service	Chief Operational Manager	Continuous
	Test electricity meters - All meter accuracy queries (exl. Eskom)	Electricity Service	Chief Operational Manager	Continuous
	Planned electricity interruptions on overhead networks.(exl. Eskom)	Electricity Service	Chief Operational Manager	Continuous
	Planned electricity interruptions on underground networks.(exl. Eskom)	Electricity Service	Chief Operational Manager	Continuous
	Notice of planned electricity interruptions to consumers (exl. Eskom)	Electricity Service	Chief Operational Manager	24 hours' notice
	Customer complaints handled. (excl. Eskom)	Electricity Service	Chief Operational Manager	3 working days or 10 working days for street lights
	Manage maintenance all electrical distribution machinery and mechanical equipment. (exl. Eskom)	Electricity Service	Chief Operational Manager	Continuous
	Manage maintenance of assets.	Electricity Service	Chief Operational Manager	Continuous
	Administer appropriate safety equipment to personnel and ensure that best safety practices are applied.	Electricity Service	Chief Operational Manager	Continuous
Technical Services	Availability figure for key equipment - 50%-60%	Other	Chief Operational Manager	Continuous
	Complete projects within specifications and budget. Monthly progress vs expenditure.	Other	Chief Operational Manager	Monthly
	Managing of personnel - Training in capacity building and legislation.	Other	Chief Operational Manager	Continuous

Appendix "A"

Priority	KPI	Department	Responsibility	Frequency
	Manage the maintenance of the municipal vehicles fleet and equipment.	Other	Chief Operational Manager	Continuous
KPA 2: Municipal Transformation and Organisational Development				
Awareness Campaign through:	1) Newsletters	Executive & Council	Head: Corporate Services	Monthly
	2) Public Meetings	Executive & Council	Head: Corporate Services	Quarterly
Council Secretariat	Agendas and minutes circulated at least 7 days before the scheduled date and time of the meeting.	Executive & Council	Head: Corporate Services	Continuous
	The keeping and compilation of minutes of all meetings of the Council and its Committees. (Not later than 7 days after meeting)	Admin	Head: Corporate Services	Continuous
	Approval of all standing committee meeting minutes at the next available Council meeting.	Admin	Head: Corporate Services	Continuous
	Ensure that all correspondence marked out to the Administration Segment receives attention within seven (7) working days after receipt from the Registration office.	Admin	Head: Corporate Services	Continuous
RECORDS MANAGEMENT - Admin OFFICER : Records	Incoming correspondence [letters, facsimiles, e-mail, memorandums].	Admin	Head: Corporate Services	Continuous
	100% of all correspondence must be distributed to Officials.	Admin	Head: Corporate Services	Continuous
	Securities programme – Input and filing of all contracts/ agreements [100%].	Admin	Head: Corporate Services	Continuous
	Insertion of amendment pages in Statute Books [100%].	Admin	Head: Corporate Services	Continuous
	Promotion of Access to Information Act – Amend Manual / Handle requests [100%].	Admin	Head: Corporate Services/CFO	Continuous

Appendix "A"

Priority	KPI	Department	Responsibility	Frequency
HUMAN RESOURCES	Up to date policies systems, procedures, bylaws, contracts and agreements and clear office instructions in place and reviewed annually. Delegation manual in place.	Admin	Head: Corporate Services	Continuous
	Effective advertising of bids.	Admin	Head: Corporate Services	Continuous
	Recordkeeping and availability of applicable legislation.	Admin	Head: Corporate Services	Continuous
	Maintenance of an effective record and registry system.	Admin	Head: Corporate Services	Continuous
	Administration of Human Resource recruitment and selection.	Admin	Head: Corporate Services	Continuous
	Effective management of Labour relations issues.	Admin	Head: Corporate Services	Continuous
	Update of Skills Development Plan	Admin	Head: Corporate Services	30-Jun-15
	Oversee that training in terms of the Skills Development Plan is being implemented.	Admin	Head: Corporate Services	Continuous
	Reclaim all monies due i.t.o. Skills Development Plan.	Admin	Head: Corporate Services	Continuous
	Report on Employee Equity Plan and submission of report in terms of Legislation to Department of Labour.	Admin	Head: Corporate Services	01-Oct-15
	Development, implementation and Monitoring of an effective communication system - Section 6 of Act 32/2000 refers	Admin	Head: Corporate Services	Continuous
	Finalisation and/or implementation of the TASK evaluation results.	Admin	Head: Corporate Services	31-Dec-15
	Administration of Staff establishment and organograms reviewed for efficiency and effectiveness at least quarterly.	Admin	Head: Corporate Services	Continuous
	Effective functioning of Labour- and Training forums. Regular meetings.	Admin	Head: Corporate Services	Continuous

Appendix "A"

Priority	KPI	Department	Responsibility	Frequency
Develop and Implement a system of monitoring the performance of the Council and the Administration	To deal with disciplinary Hearings. Six monthly monitoring of Council to assess whether council is still on track in terms of their Strategic Direction	Labour Officer	Head: Corporate Services Municipal Manager	Continuous Bi-annually
	Monitoring and evaluating the performance of administration in terms of the performance management system		Municipal Manager	Quarterly
Motivate and develop staff members to be a well-resourced and positive component to serve the community	To investigate, report and implement a more conducive office environment which is more client orientated and customer friendly		Municipal Manager	31-Dec-14
	To have 4 personnel meetings per annum		Municipal Manager and Corporate Services	30-Jun-15
	To have a staff motivational session		Municipal Manager	31-Dec-14
	To comply with all labour legislation		Corporate Services	30-Jun-14
KPA 3: Local Economic Development				
Managing, implementation and monitoring the review process of the Integrated Development Plan:	To ensure that the development of the 5 year Integrated Development Plan of the Municipality is being conducted in terms of the guidelines stipulated in Chapter 5 of the Municipal Systems Act of 2000.	IDP-LED	Head: Corporate Services	30-Jun-14
	To facilitate active and structured public participation during the drafting of the IDP Process.	IDP-LED	Head: Corporate Services	Continuous
Managing the drafting and review process of the LED Strategy for the Municipality	To record the priority needs of all sectors of the community in the amended IDP document.	IDP-LED	Head: Corporate Services	Continuous

Appendix "A"

Priority	KPI	Department	Responsibility	Frequency
Review and Implementation of the LED Strategy of the municipality to create more opportunities	To review the LED Strategy and identify 3 anchor projects with business plans for funding applications		Corporate Services	31-Mar-15
	To implement the strategies and plans as per the reviewed LED Strategy		Corporate Services	30-Jun-15
Infrastructure development and empowerment of the community by labour intensive project	To develop the infrastructure of the community by identifying 3 labour intensive projects in the municipal area		Chief Operations Manager	30-Nov-14
	Develop 2 project business plans and apply for funding for 2 of the 3 projects		Chief Operations Manager	28-Feb-15
KPA 4: Municipal Financial Viability and Management				
Monitoring	Continuous monitoring of departmental expenditure against budget.	Admin	Head: Finance	Continuous
	Complying with budget objectives of capital spending.	Admin	Head: Finance	Continuous
	Effective departmental communication - Attendance of meetings, training.	Admin	Head: Finance	Continuous
	Capturing of leave forms to prevent losses for council.	Admin	Head: Finance	Continuous
INCOME	55% Payment percentage	Financial Services	Head: Finance	Continuous
	Delivery of 99% correct accounts	Financial Services	Head: Finance	Continuous
	Monthly closing within (10) working days after month end.	Financial Services	Head: Finance	Monthly
	Enquiries answered within ten (10) days	Financial Services	Head: Finance	Continuous
	Allocate all indigent subsidies - As per quarterly applications	Financial Services	Head: Finance	Continuous

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Appendix "A"

Priority	KPI	Department	Responsibility	Frequency
EXPENDITURE	Balance control accounts within (10) working days after month end.	Financial Services	Head: Finance	Monthly
	Recover 100% of monies for clearance certificates.	Financial Services	Head: Finance	Continuous
	100% invoices paid on time - within 30 days of invoice or statement.	Financial Services	Head: Finance	Continuous
	All salaries and third party payments paid on time	Financial Services	Head: Finance	Continuous
	Discounts 100% utilised	Financial Services	Head: Finance	Continuous
	Investment income according to best quotations	Financial Services	Head: Finance	Continuous
	Month end within (10) working days after month end.	Financial Services	Head: Finance	Monthly
INFORMATION TECHNOLOGY AND ASSET MANAGEMENT.	Control accounts balanced within (10) working days after month end.	Financial Services	Head: Finance	Monthly
	Compile and submit to the Municipal Manager a Report on the implementation of the supply chain management policy to be reported to the Council in accordance with the regulations.	Financial Services	Head: Finance	Quarterly and Annually
	98% Network support service	Financial Services	Head: Finance	Continuous
	98% Virus control on server	Financial Services	Head: Finance	Continuous
	Keep insurance claims up to date	Financial Services	Head: Finance	Continuous
	Updated and safeguarding of Back-ups	Financial Services	Head: Finance	Continuous
	Implement and Maintain complete asset register according to GRAP	Financial Services	Head: Finance	Continuous
FINANCIAL SERVICES	Financial Statements by 31 August 2011 and submitted to the Auditor-General	Financial Services	Head: Finance	31-Aug-14
	Fully implement GRAP	Financial Services	Head: Finance	30-Jun-15

Appendix "A"

Priority	KPI	Department	Responsibility	Frequency
	Draw up 2012 / 2013 budget within time frame - Budget time frame by 31 August 11 - Draft budget by 31 March 12 to Council and final budget submitted to Council by 31 May 12	Financial Services	Head: Finance	31-May-15
	Ensure that all correspondence marked out to the Financial Segment receives attention within seven (7) working days after receipt from the Registration office.	Financial Services	Head: Finance	Continuous
	Monthly reporting in terms of MFMA, DORA PT and NT and other legislative requirements	Financial Services	Head: Finance	Monthly - Measure by receiving all transfers
	100% updated creditor's database.	Financial Services	Head: Finance	Continuous
	1) Supply Chain Management policy	Financial Services	Head: Finance	Continuous
Compilation and Implementation of the following policies:				
	2) Revised Rates Policy	Financial Services	Head: Finance	31-May-15
	3) MFMA Policies	Financial Services	Head: Finance	Continuous
	Budget in 2012/2013 Financial Year to implement Strategic Planning session strategies.	Financial Services	Head: Finance	2012/2013 Budget
	Maximum income from rates through valuations ensured.	Financial Services	Head: Finance	Continuous
	100% Support for the Audit Committee.	Internal Audit	Head: Finance	Continuous
	Ensure that the recommendations in the External Audit report are successfully implemented.	Internal Audit	Head: Finance	Continuous
	100% Finalisation of Internal Audit Queries.	Internal Audit	Head: Finance	Continuous
	Report on the buildings completed during the previous financial year.	Planning and Development	Head: Finance	31-Jul-14

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Appendix "A"

Priority	KPI	Department	Responsibility	Frequency
	To ensure the alignment of the IDP objectives be reflected in the municipal budget.	IDP-LED	Head: Finance	31-May-15
Capital Projects	Upgrading of roads - Carnarvon, Vanwyksvlei and Vosburg.	Community & Social Services	Head: Finance	30-Jun-15
	Monitor expenditure/revenue and compare accumulated totals with approved budget amounts.	Electricity Service	Head: Finance	Continuous
	Ensure true reflection of actual expenditure on all votes.	Electricity Service	Head: Finance	Continuous
	Ensure all expenditure complies with the Council's Procurement Policy.	Electricity Service	Head: Finance	Continuous
	Maintain and monitor metering equipment in such a manner that energy losses are minimised.	Electricity Service	Head: Finance	Continuous
	Ensure that all transactions are in compliance with MFMA	Electricity Service	Head: Finance	Continuous
	Report any expected over expenditure to the Municipal Manager	Electricity Service	Head: Finance	Continuous
	Report any expected loss of revenue to the Municipal Manager	Electricity Service	Head: Finance	Continuous
Reporting	Comply with Sec. 72 of the MFMA.	Executive & Council	Municipal Manager	15-Jan
Explore the possibilities of the institutional grants to assist in improving revenue enhancement, credit control, communication and other necessary systems	To investigate and report on how institutional grants can be used to enhance revenue credit control, communication and other systems in the municipality		Municipal Manager and CFO	30-Mar-15
Development of an improved credit control and debt collection mechanism for the municipality	To review and implement the credit control and debt collection policies and procedures of the municipality		CFO	31-Dec-14

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Priority	KPI	Department	Responsibility	Frequency
Explore the possibilities of the institutional grants to assist in improving revenue enhancement, credit control, communication and other necessary systems	To investigate and report on how institutional grants can be used to enhance revenue credit control, communication and other systems in the municipality		Municipal Manager and CFO	30-Mar-15
KPA 5: Good Governance and Public Participation				
	Bi-Monthly Council Meetings with a 100% attendance.	Executive & Council	Council	Bi - Monthly
	Approval revised IDP Plans	Executive & Council	Council	31-May-15
	Approval of Budget 2012/13	Executive & Council	Council	31-May-15
	Approval of the Annual Report 2010/11	Executive & Council	Council	31-Jan-15
Performance Management	Implement a Performance Management System.	Executive & Council	Municipal Manager	31-Aug-14
Council Meetings	Resolutions of Council executed within 60 days.	Executive & Council	Municipal Manager	Continuous
Alignment of the IDP	To ensure the alignment of the IDP objectives be reflected in the municipal budget.	IDP-LED	Head: Finance	31-May-15
	To implement projects for which funding has been secured.	IDP-LED	Chief Operational Manager	Continuous
	Draft IDP for approval by Council	IDP-LED	Head: Corporate Services	31-May-15
	Facilitate community meetings for Mayor per town.	IDP-LED	Head: Corporate Services	Quarterly
	Compilation of Annual Report and submit to Council	IDP-LED	Head: Corporate Services	31-Jan-15

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Appendix "A"

Priority	KPI	Department	Responsibility	Frequency
The communication and implementation of the municipality's vision, mission and values to internal and external stakeholders and ensure the municipality's commitment in executing the vision	To communicate the vision, mission and values to the staff of the municipality and obtain their commitment in executing the vision, mission and values in all their activities	Corporate Services	Corporate Services	30-Nov-15
		Corporate Services	Corporate Services	31-Dec-14
		Corporate Services	Corporate Services	30-Jun-15
		Corporate Services	Corporate Services	31-Mar-15
Explore and create procedures and structures to communicate with community structures	To develop and implement a Communication policy			
		Establishment of new ward committees	Corporate Services	30-Nov-14
		To sustain and services the institutional needs of the ward committees	Corporate Services	30-Jun-15
Develop programmes to include stakeholders in the activities of the municipality	To develop programmes to include the community stakeholders in the activities of the Municipality (Revenue enhancement, LED etc.)		Municipal Manager	30-Nov-14
		Explore and establish partnerships with community based organisations to develop the community	Municipal Manager	31-Dec-14
Develop partnerships with the community based organisations to enhance to quality of life of the residents				

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Appendix "A"

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)


CORE MANAGERIAL COMPETENCY		(Indicate choice)	Weight
<i>Core Managerial Competencies:</i>			
Strategic Capability and Leadership			10
Programme and Project Management			
Financial Management		compulsory	10
Change Management			
Knowledge Management			
Service Delivery Innovation			
Problem Solving and Analysis			10
People Management and Empowerment		compulsory	10
Client Orientation and Customer Focus		compulsory	10
Communication			
Honesty and Integrity			
<i>Core Occupational Competencies:</i>			
Competence in Self Management			
Interpretation of and implementation within the legislative and national policy frameworks			10
Knowledge of developmental local government			10
Knowledge of Performance Management and Reporting			
Knowledge of global and South African specific political, social and economic contexts			10
Competence in policy conceptualisation, analysis and implementation			10
Knowledge of more than one functional municipal field / discipline			
Skills in Mediation			
Skills in Governance			
Competence as required by other national line sector departments			
Exceptional and dynamic creativity to improve the functioning of the municipality			10
Total percentage			100%

PERSONAL DEVELOPMENT PLAN

Skills/ Performance Gap	Outcomes Expected	Suggested Training and or Development activity	Suggested Mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support person
1 MEMDP	Compliance 2014	Block	Formal	October 2015	None	Service Provider

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Municipal Manager's Signature	Lucia	Mayor's Signature	
Date	23.7.14	Date	23.07.2014

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