

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

THE CHIEF ALBERT LUTHULI MUNICIPALITY
REPRESENTED BY THE EXECUTIVE MAYOR

CLR BUSISIWE PAULINA SHIBA

**(DULY AUTHORISED BY RESOLUTION OF
THE CHIEF ALBERT LUTHULI MUNICIPALITY
DATED 31 MAY 2011)**

AND

VUSUMUZI NELSON MPILA
THE MUNICIPAL MANAGER

**FOR THE FINANCIAL YEAR
1 JULY 2016 - 9 OCTOBER 2017**

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Chief Albert Luthuli Municipality, herein represented by CLR.BUSISIWE SHIBA in her capacity as The Executive Mayor (hereinafter referred to as the **Employer** or Supervisor) and Vusumuzi Nelson Mpila, the Municipal Manager 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;
- 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 2016 and will remain in force until the 9th of October 2016, 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 of 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 (Annexure 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.

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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 (KPA)s and the Core Senior Managers Competency Frame work ((CR)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 KPAs covering the main areas of work will account for 80% and ((CR)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 as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	20
Municipal Institutional Development and Transformation	20
Local Economic Development (LED)	20
Municipal Financial Viability and Management	20
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 (CR)s will make up the other 20% of the **Employee's** assessment score. ((CR)s 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 ((CR)s are compulsory for Municipal Managers:

LOCAL GOVERNMENT COMPETENCY FRAME WORK FOR SENIOR MANAGERS

LEADING COMPETENCIES	Weight
Strategic Directions And Leadership	8
People management	8
Programme and project management	8
Financial management	8
Change leadership	8
Governance leadership	8
CORE COMPETENCY MANAGEMENT	
Moral Competency	8
Planning And Organizing	8
Analysis And Innovation	8
Knowledge And Information Management	8
Communication	8
Results And Quality Focus	
TOTAL	100%

6. EVALUATING PERFORMANCE

6.1 The Performance Plan (Annexure 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.

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 ((CR)s

- (a) Each ((CR)s 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 ((CR)s.
- (c) This rating should be multiplied by the weighting given to each ((CR) s 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 ((CR) s 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 CRs:

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

6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must 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 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 Executive Mayor.

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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).

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 that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter : July – September 2016

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

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

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 Carolina on this the 15th day of JULY 2016

AS WITNESSES:

1. _____



EMPLOYEE

2. _____

AS WITNESSES:

1. _____



EXECUTIVE MAYOR

2. _____

ANNEXURE A

PERFORMANCE PLAN

ANNEXURE B: PERSONAL DEVELOPMENT PLAN

PERSONAL DEVELOPMENT PLAN (PDP)

Entered into by and between

THE CHIEF ALBERT LUTHULI MUNICIPALITY

CLR BUSISIWE SHIBA

And

THE MUNICIPAL MANAGER

MR. VUSUMUZI NELSON MPILA

1. Personal Development Plan

1.1.1 A Municipality should be committed to –

(a) the continuous training and development of its employees to achieve its

vision, mission and strategic objectives and empower employees; and

(b) managing training and development within the ambit of relevant national policies and legislation.

1.1.2 A Municipality should follow an integrated approach to Human Resource Management, that is:

(a) Human resource development forms an integral part of human resource

planning and management.

(b) In order for training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals and career pathing.

(c) To ensure the necessary linkage with performance management, the Performance Management and Development System provides for the Personal Development Plans of employees to be included in their annual performance agreements. Such approach will also ensure the alignment of individual performance objectives to the municipality's strategic objectives,

and that training and development needs can be identified through performance management and appraisal.

(d) Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development they can acquire the necessary competencies to prepare them for future positions. A comprehensive competency framework and profile for Municipal Managers are attached and these should be linked to relevant registered unit standards to specifically assist them in compiling Personal Development Plans in consultation with their managers.

(e) Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to

compile as a basis for all training and education activities in the Municipality in a specific financial year and report on progress made to the

Local Government Sector Education and Training Authority.

1.1.3 The aim of the compilation of Personal Development Plans is to identify, prioritise and implement training needs.

1.1.4 Compiling the Personal Development Plan attached at Appendix.

(a) Competency assessment instruments, which are dealt with more specifically in Appendix 1 and 2, should be established to assist with the objective assessment of employees' actual competencies against their job specific competency profiles and managerial competencies at a given period in time with the purpose of identifying training needs or skills gaps.

(b) The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with his / her employee, to compile a Personal Development Plan. The identified training needs should be entered into column 1 of Appendix 1, entitled Skills / Performance Gap. The following should be carefully determined during

such a process:

- (i) Organisational needs, which include the following:
 - o Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
 - o The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.
 - o Specific competency gaps as identified during the probation period and performance appraisal of the employee.
- (ii) Individual training needs that are job / career related.

(c) Next, the prioritisation of the training needs [1 to ...] should be listed since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

(d) Consideration must then be given to the expected outcomes, to be listed in column 2 of Appendix 1, so that once the intervention is completed the impact it had can be measured against relevant output indicators.

(d) An appropriate intervention should be identified to address training needs /skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These should be listed in column 3 of Appendix 1, entitled: Suggested training and / or development activity in line with the National Qualifications Framework, which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed and registered with the South African Qualifications Authority that are in line with the skills gap and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency.

(e) Guidelines regarding the number of training days per employee and the nominations of employees: An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.

(f) Column 4 of Appendix 1: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.

(g) The suggested time frames (column 5 of Appendix 1) enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.

(h) Work opportunity created to practice skill / development areas, in column 6 of Appendix 1, further ensures internalisation of information

gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

(i) The final column, column 7 of Appendix 1, provides the employee with a **support person that could act as coach or mentor with regard to the area of learning.**

Personal Development Plan municipal manager Mr VN. Mpila

1 Skills/Performance Gap (in order of priority)	2 Outcomes Expected (measurable indicators, quantity, quality and time frames)	3 Suggested training and/or development activity	4 Suggested mode of delivery	5 Suggested Time Frames	6 Work opportunity created to practice skill/development area	7 Support Person
ATLEAST 6 CPD (CONTINUING PROFESSIONAL DEVELOPMENT) POINTS	Engineers are accustomed to emphasizing technical and mathematical skills. However, as they move into management or into positions of influence and leadership, it becomes increasingly important that they are also proficient at listening, speaking, writing and building influence.	A course containing theoretical and practical application with coaching in the workplace following.	External provider, in line with identified unit standard	September 2016	These skills are not only important in avoiding critical errors, but are also vital skills when working with a team or presenting a project. These interactive two to three day workshops has been specifically designed to enable engineers and technical specialists to deliver more effective outputs and to transfer knowledge to their teams or wider audience.	Municipal Manager

Employee's signature

Supervisee's signature

Date 03/07/2016

Date 03 July 2016

THE PERFORMANCE PLAN ANNEXURE A

MP301 2016/2017

Priority Area	Strategic Objective	Key Performance Indicators				Annual Target 2013/14	Frequency	Quarterly Targets				Data Source	Evidence	Person Responsible
		Performance Indicator	Outcome	Impact	Out Put Measure			Baseline	Q1	Q2	Q3			
	KPA:1. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	:20 %												
PMS	To Improve institutional systems and processes	Established PMS unit with approved PMS framework	100% compliance with chapter 6 of the MSA	Adherence to the PMS,Act,	Compliance to section 38 – 46 of the MSA and chapter 12 of MFMA	1 PMS frame work						Quarterly	Report approved	PMS
PA	Conclude PA with section 57/54 managers	Number of performance agreements(PA) signed on time	100% compliance with chapter 6 of the MSA	Adherence to the Performance Regulations 2006,as amended, MSA.,Act,	Number submitted to Cogta. Website	7 PA,by 01/7/		7 PA	n/a	n/a	n/a	Copies of Signed PA	Copies	PMS
HR	To provide for effective institutional capacity	Number of officials capacitated in terms of the workplace Skills Plan & number trained	Approved Workplace Skills Plan informed by the skills audit Officials	Skill, capacity building, training in line with the ACT/filling of critical vacancies	No of beneficiaries/	Per approved Plan						Monthly Quarterly	Report approved To mayor al/quarterly	CORP ORAT E SERVI CES
		Number of councillors capacitated in terms of the workplace Skills Plan& Number of trained	Capacity building informed by Workplace Skills Plan (WSP)	Report on the workplace skills plan submitted to LGSETA annually	Workplace skills plan submitted to LGSETA by 30 June annually	Per approved plan								CORP ORAT E SERVI CES
LEGAL	To Provide for institutional direction/guidance	Provide advise /legal Operational /financially/regulatory			Success on advise /legal/implementation/success	Per need						Monthly Quarterly Per need	Report approved To mayor al/quarterly	CORP ORAT E SERVI CES
	To promote sports and culture development in the community	Number of sport and cultural events organised for the community												
		Number of parks maintained			Areas of land, usually in a largely natural state, for the enjoyment of the public, having facilities for rest									Community Services

8/2/17

Priority Area	Strategic Objective	Key Performance Indicators				Annual Target 2013/14	Frequency	Quarterly Targets				Data Source	Evidence	Person Responsible
		Performance Indicator	Outcome	Impact	Out Put Measure			Q1	Q2	Q3	Q4			
	To provide for transversal issues	Number of events held/supported			and recreation Healthy/transversal Issues /HIV							Reports	Approved by council	
20%	2. KPA: BASIS SERVICE DELIVERY 20%													
Provision Of Potable Water	To provide access to basic water services within the RDP standard	Number of households provided with potable water	Sustainable provision of potable water within RDP standard	Sustained access to basic water services	Number of households provided with water within the RDP standard	0640/4417 39 016 households	quarterly	50% est	50% est	50% est	50% est	Stats/indigen t register	Monthly reports / council resolution	TECH NICAL SERVI CES
Water Quality	To provide free basic services water to Households earning less than 1100 pm.	Nr of people benefitting from the service	% of beneficiaries	Improved access	The percentage of households with access to basic level of water, / Free basic kilo litre of water in line with policy	Finance 47765								
	To improve the Blue Drop and Green Drop status	Compliance with Blue Drop and Green Drop requirements	% increase in the Blue Drop and Green Drop score of the municipality	Improved compliance with Blue Drop and Green Drop requirements	% increase in compliance	0640/4407								
Traffic	Traffic Law	Number enforcement activities/reports	Safe users	Compliance to RTA	Summons & reports	Per plan		100%	100%	100%	100%	Reports		Mr.KB. Makgo pa
		% improvement in Green	Compliance wit standard	improvement										
Access roads ds	To Maintain all gravel roads-	Number of KM of roads gravelled				500km								TECH NICAL SERVI CES
BASIC SERVICE DELIVERY														
	To maintain paved& surfaced Roads	Numbered of m2Of roads resealed/Patched	Resealed/repared Roads	Accessible road	Square metre Repaired	40m2								TECH NICAL SERVI CES
		KMs of roads resurfaced/rehabilitated	Rehabilitated road	Accessible road	KM resurfaced	R 21,870,000(Vote: 9805/5015)(Vote: 9805/5073)	Quarterly					Report on progress	Completion certificate	PMU
	To Reduce gravel roads	Km of Ring roads/main roads constructed	Km of road started/completed	Reduced gravel roads	Km of roads completed /started	% ofbudget allocated	Monthly / weekly/	25%	25%	25%	25%		PSC minutes/	PMU

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Priority Area	Strategic Objective	Key Performance Indicators				Annual Target 2013/14	Frequency	Quarterly Targets				Data Source	Evidence	Person Responsible
		Performance Indicator	Outcome	Impact	Out Put Measure			Q1	Q2	Q3	Q4			
						Baseline	quarterly						Reports	
						and spent on all roads /km No of paved/tarred roads(km)								
Water	To Provide access to basic services	Nr of deep rural HH provided through other Means	% of HH receiving water	Sustained access	Total nr areas provided Nr of Boreholes		100%	100%	100%	100%	Reports	PMU Projects Lists	Reports on progress	PMU
BASIC SERVICE DELIVERY														
Bulk water infrastructure	To provide upgrade and maintenance of bulk water infrastructure	No of Scheme/Package plant upgraded	Minimal interruption	16	monthly Quarterly		100%	100%	100%	100%	100%	PMU Projects Lists	Reports on progress	PMU
Sanitation	To provide a percentage of households with access to basic level sanitation,	No of people benefiting from the service	% of access to service	Improved access	Percentage of HH from people earning less than 1100		quarterly					Stats/indigen t register	Monthly reports / council resolution	PMU
	To provide Sanitation services	Number of sanitation service points (toilet) installed for informal settlements dwellers	% of access to service	Access to vip	% House Holds serviced/ project awards /silobela		Daily	25%	25%	25%	25%	Reports none interruption	Reports approved by council	PMU
Sanitation	To Provide access to basic sanitation all wards	No of HH provided /with access To VIP	Reduce access backlog % Reduction	Access to vip	% of House Holds benefited from allocation in various wards		Per approved IDP/SD BIP	25%	25%	25%	25%	Appointment letters /completion certificates	Reports to council	PMU
Electricity Connections	To provide basic electricity to households by providing bulk electricity	No of people benefiting from the service per to reduce a backlog from various wards	% Access to electricity	% of beneficiaries To K Wh of Electricity	Percentage of HH from people	MIG 750/7500	quarterly	Project initiation phase	Project initiation phase	Implementation stages	750HH	Reports stats	Monthly reports / council resolution	PMU

B.P

Priority Area	Strategic Objective	Key Performance Indicators				Annual Target 2013/14	Frequency	Quarterly Targets				Data Source	Evidence	Person Responsible
		Performance Indicator	Outcome	Impact	Out Put Measure			Q1	Q2	Q3	Q4			
	To provide free basic services to households earning less than R1.100 per month (R2.300)	Number of registered indigent households receiving free basic electricity per month	Sustainable provision of electricity to registered indigent households	Sustained access to basic electricity services	Number of indigent households receiving free basic electricity Budget spent on vouchers 50kwh of electricity provided per household per month	500 HH	Identification stages	Identification stages	Implementation stages	Implementation stages	650 HH	Indigent register approved		Finance
	2 KPA: Basic service delivery													
Waste	To provide refuse collection	Number of Households with access to refuse removal services	Refuse collection/	HH with access	healthy Environment	12853 hh	Monthly	25%	25%	25%	25%	Reports provide	REPO RTS	COM MUNI TY SERVI CES
		Nr of Households from people earning less than 1100 / with access to free basic refused collection to b	Refuse collection/		Percentage of HH from people earning less than 1100 / with access to basic level electricity	New	New target	25%	25%	25%	25%	Reports provide	REPO RTS	COM MUNI TY SERVI CES
PMU	To provide effective project Management Unit	Number of project implemented/comp leted			% of spending on projects/% of successful projected delivered	Total expendi project MIG	Monthly	100%	100%	100%	100%	Reports submit ted		
Public safety	To provide Public safety& traffic control	No of officers provided s/served No controls	Keep a system that is Effective& compliant & enforcement	Keep a system that is Effective& compliant & enforcement		Target 3400	Report	850	850	850	850	Monthly /quart erly	No reports to council	PUBLI C SAFE TY
TOWN PLANNING	To have a Spatial Development Framework alignment with the IDP	SDF and Land Use Management System developed and approved in line with the SPLUMASpatial Planning and Land Use Management Act implemented	Compliant IDP DOCUMENT/impr oved MEC comments	patal plans/lums/ Designs /built environment/% of revenue/expenditur e	IDP rating Approved plans/sector/lums/a No approved	1 adopted Frame work.					Monthly Quart erly	Rating s report s	reports	


B.D


Priority Area	Strategic Objective	Key Performance Indicators					Annual Target 2013/14	Frequency	Quarterly Targets				Data Source	Evidence	Person Responsible
		Performance Indicator	Outcome	Impact	Out Put Measure	Baseline			Q1	Q2	Q3	Q4			
Disaster	Provide for rescue services/fire/accidents	Number of Disaster And fire centres provided	% Responded To	Response time	% of services offered per need		4	Report	100%	100%	100%	100%	Public Safety	No of reports	
20%	Natural disaster														
20%	3.KPA: LOCAL ECONOMIC DEVELOPMENT 20%														
LED	To have an led section that promotes investments	Number of projects identified in the LED strategy developed and approved	Led projects /initiatives Supported/investm ent policy	Reduced poverty and employments through LED projects	Led approved Projects	3 anchored Project identified	3 LED projects Promot ed	Promote 1	1 Promoted	1 Promoted	1 promoted				PED
20%	4. KPA: MUNICIPAL FINANCIAL VIABILITY %														
Budget	Budget process														
	To Provide Sound Financial Management And Leadership	Total Budget Managed Form All Depts.		Management Of Total Municipal Budget	Measures Introduced		236	Monthly	Monthly	Monthly	Monthly	Monthly	Budget		CFO
	Revenue Collection And Management, Collection, Points,	Number Of Collection Points	Systems In Place No Of Collection Points /Services % Revenue	Improved Collection	% Of Revenue Generated Through Points		%Collection Per Month	Monthly	Monthly	Monthly	Monthly	Monthly	Revenue	Report To Council	CFO
20%	5. KPA: Good governance and public participation %														
	To provide for Municipal Supply Chain Effective SCM	Number of SCM, related Adverts/publication	Transparency	Clean governance	Number of SCM/notices		Number of all SCM notices /Websites	Monthly	Per need	Per need	Per need	Per need	Websites	Reports	SCM
Prevention/fraud/corruption	To combat corruption	Number of anti-corruption strategies introduced/policies	Reduced incidences of corrupt practices	Clean governance	Eliminated fraud		June 2014 Report on Fraud/corruption	quarterly	Per need	Per need	Per need	Per need	Clear Resolution	Reports	Risk /Internal Audit
Risk	To Mitigate risks to the organisation	Risk Management strategy adopted and approved	Identified risk mitigated	Reduced impact	Priority risk controlled	n/a New	4 Risk Management Committee Meetings						Approved Risk Management Committee Charter	Charter	RISK MANAGER
Audit Committee	To ensure accountable & governance	Number of audit reports/advised implemented	Risk based audit implemented	Improved controls	Operational audit unit Improved audit		4 audit meetings		Per scheduled	Per scheduled	Per scheduled	Per scheduled	Internal audit report	Reports to council	INTERNAL AUDIT

B.P

Priority Area	Strategic Objective	Key Performance Indicators				Baseline	Annual Target 2013/14	Frequency	Quarterly Targets				Data Source	Evidence	Person Responsible
		Performance Indicator	Outcome	Impact	Output Measure				Q1	Q2	Q3	Q4			
					outcome		convened								MANAGER
		Number of mandatory reports	Improved accountability/transparency	Clean governance	% of report produced on time	n/a	All reports		1	1	1	1	Report	Proof of submission /clear resolution	ALL DEPTS T/CORPORATES
		Number of statutory/regulatory reports	Improved accountability/transparency	Clean governance/compliance to legislations	Number of different reports		D.A.R.1. (46) 71.12 72.1 QR.4.		Q.1	Q.1 SEC. 72. Sec.7 1(3)	Q.1	Q.1			PMS FINANCE
	To ensure clean governance	Number Of AG. Issues Attended To Previous Ag Findings	% reduction on finding	Clean governance	Improved audit outcome	2011/12 Action plan	Audit Action plan		Report on plan	Report on plan	Report on plan	Report on plan	Report on plan/Clear resolution		CFO
	To promote Public participation	Number of Stakeholder involved during forums of municipality			Improved public participation		Number of forums /3		Per need	Per need	Per need	Per need			PED DIRECTOR

Thus done and signed at Carolina on this 3rd day of July 2016


MR VUSUMUZI NELSON MPILA
 Accounting Officer
 Chief Albert Luthuli Municipality


CLR BUSISIWE PAULINA SHIBA
 Honourable Executive Mayor
 Chief Albert Luthuli Municipality