

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**THE EMAKHAZENI LOCAL MUNICIPALITY
AS REPRESENTED BY THE ACTING MUNICIPAL
MANAGER**

ELIZABETH K. TSHABALALA

AND


NIRISHA SINGH

**THE MANAGER COMMUNITY SERVICES OF THE
MUNICIPALITY**

[HEREIN REFERRED TO AS THE EMPLOYEE OF THE MUNICIPALITY]

FOR THE

FINANCIAL YEAR: 2015-2016


S.K. N.S. S.M.

Z.G. A.M.

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Emakhazeni Local Municipality herein represented by **Elizabeth K. Tshabalala** in her capacity as Acting Municipal Manager (hereinafter referred to as the **Employer** or Supervisor) and

Nirisha Singh an 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;
- 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 acceptable performance determined in terms of 11.2, 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.


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3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **01 July 2015** and will remain in force from **01 July 2015** to **30 June 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 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 (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.
- 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.
- 4.4 That Senior Manager/(s) is/are expected to perform the action plan of the Auditor General (Annexure B).
- 4.5 That Senior Managers/(s) is/are expected to deal with the risks as per the risk register of the municipality (Annexure C).

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**.

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- 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) (SDBIP) 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 (SDBIP) 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/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
1. Basic Service Delivery	66%
2. Local Economic Development (LED)	00%
3. Municipal Financial Viability and Management	15%
4. Municipal Institutional Development and Transformation	12%
5. Good Governance and Public Participation	07%
6. Spatial Rationale	00%
Total	100%
The KPA must constitute 100% and be converted to 80%	

- 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:

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CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership	✓	09
Programme and Project Management	✓	07
Financial Management	compulsory	05
Change Management	✓	05
Knowledge Management	✓	02
Service Delivery Innovation	✓	10
Problem Solving and Analysis	✓	06
People Management and Empowerment	compulsory	05
Client Orientation and Customer Focus	compulsory	05
Communication	✓	05
Honesty and Integrity	✓	07
CORE OCCUPATIONAL COMPETENCIES		
Competence in Self-Management	✓	05
Interpretation of and implementation within the legislative and national policy frameworks		-
Knowledge of Performance Management and Reporting	✓	05
Knowledge of global and South African specific political, social and economic contexts		-
Competence in policy conceptualisation, analysis and implementation	✓	05
Knowledge of more than one functional municipal field / discipline	✓	03
Skills in Mediation	✓	03
Skills in Governance	✓	03
Competence as required by other national line sector departments	✓	04
Exceptional and dynamic creativity to improve the functioning of the municipality	✓	06
Total percentage		100%

6. PERFORMANCE ASSESSMENT

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.

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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** 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 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.

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- 6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

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.	5				
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.	4				
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.	2				
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.	1				

- 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.

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- 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 2015 (on or before 31 October 2015).

Second quarter: October-December 2015 (on or before 31 January 2016).

Third quarter : January – March 2016 (on or before 30 April 2016)

Fourth quarter : April – June 2016 (on or before 31 July 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 must form part of the performance agreement.

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 Makes available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist 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;

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- 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 ranging from 5% to 14% of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that-
 - 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 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 salary increment in the agreement must be mediated by –
 - 12.1.1. In the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC; and
 - 12.1.2. In the case of managers directly accountable to the municipal manager, the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee.
- 12.2 Any disputes about the outcome of the employee's performance evaluation, must be mediated by-
 - 12.2.1. In the case of the Municipal Manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC; and
 - 12.2.2. 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), within thirty (30) days of receipt of formal dispute from the employee; whose decision shall be final and binding on both parties.

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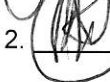
- 12.3 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

13. GENERAL

- 13.1 The contents of the performance agreement must be made available to the public by the employer in accordance with the Municipal Finance Management Act, 2003 and Section 46 of the Act.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her employment contract, 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 EMAKHAZENI on this the 21 day of JULY 2015

AS WITNESSES:

1. 
2. 


EMPLOYEE

AS WITNESSES:

1. 
2. 


ACTING MUNICIPAL MANAGER

PERFORMANCE PLAN

FOR

MANAGER COMMUNITY SERVICES

1. Purpose

The performance plan defines the Council's expectations of the Manager Community Services' 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.

2. Key responsibilities

The following objects of local government will inform the Manager Community Services' performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

3. Key Performance Areas

The following Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organisational Development.
- 3.2 Basic Service Delivery
- 3.3 Local Economic Development (LED).
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

COMMUNITY SERVICES												
Service Delivery and Budget Implementation Plan : 2015/16 Financial Year												
PUBLIC SAFETY: FIRE & RESCUE: 1. FIRE INSPECTIONS						RESPONSIBLE OFFICIAL: MRS.N. SINGH						
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets				Evidence
								Q 1	Q 2	Q 3	Q 4	
Service delivery and Infrastructure Development	To create a conducive environment for increased public safety.	Educate the community about public safety by conducting fire inspections in compliance to OHS Act/Fire regulations.	Number of fire inspections conducted by 30 June 2016	153 inspections	162 fire inspection to be conducted by 30 June 2016.	7	1=less than 100 inspections 2=between 100-151 inspections 3= 152 inspections inspections 4=160 inspections 5= more than 180 inspections	41	41	41	41	Quarterly reports
								Annual budget allocation:				
								Salaries budget: fire brigade				

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Page 1 of 29

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COMMUNITY SERVICES												
SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: 2015/16 FINANCIAL YEAR												
ENVIRONMENTAL WASTE/CLEANSING:												
2. REFUSE REMOVAL PROGRAMME												
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets				Evidence
								Q 1	Q 2	Q 3	Q 4	
Service delivery and Infrastructure Development	To provide a safe, effective and economical waste collection service	Providing refuse removal services to the communities and business sector as per schedule	% access to refuse removal as per schedule by 30 June 2016	71 % access to refuse removal.	100% of access to refuse removal as per schedule by 30 June 2016	7	1= 0-59% 2= 60-99% 3= 100% 4= 100% access and adherence to refuse collection schedule 5= 100% access and extension of services to new areas not on the collection schedule	100%	100%	100%	100%	Weekly reports monitored by the supervisor.
								Annual budget allocation: R10 400				
								Vote number: 020 260040				
								Income Vote: R8,996,287.00				

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Page 2 of 29

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COMMUNITY SERVICES												
Service Delivery and Budget Implementation Plan												
2015/16 Financial Year												
ENVIRONMENTAL WASTE/CLEANSING												
3. REHABILITATION OF ILLEGAL DUMPING SITES												
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets				Evidence
								Q 1	Q 2	Q 3	Q 4	
Service delivery and Infrastructure Development	To ensure that the general environment is protected and promoted in a sustainable way	Rehabilitate illegal dumping sites in all units	Number of illegal dumping sites rehabilitated by 30 June 2016	7 Illegal sites were rehabilitated in 2013/14 as at end of March 2014.	16 illegal dumping areas be rehabilitated by 30 June 2016	6	1= 0-7 sites rehabilitated 2= 7-15 sites rehabilitated 3= 16 sites rehabilitated 4= 17-20 sites rehabilitated 5= more than 20 sites rehabilitated	4	4	4	4	Quarterly reports
								Annual budget allocation:				
								EPWP				


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 Page 3 of 29
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COMMUNITY SERVICES												
Service Delivery and Budget Implementation Plan												
2015/16 Financial Year												
ENVIRONMENTAL WASTE/CLEANSING												
RESPONSIBLE OFFICIAL: MRS.N. SINGH												
4. MONITORING OF THE SERVICE PROVIDERS FOR THE MAINTENANCE OF LANDFILL SITES												
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets				Evidence
Service delivery and Infrastructure Development	To maintain and provide appropriate landfill sites	Monitoring of the maintenance on landfill sites	Number of assessments conducted by the 10 th of every month after the quarter ends	New indicator	4 Quarterly assessments to be conducted by the 10 th of every month after the quarter ends.	7	1= 0 Assessments done 2= 1-3 Assessments done 3= 4 Assessments done 4 = 4 assessments done 2 days before the 10 th 5= 4 assessments done 5 days before the 10 th	Q 1	Q 2	Q 3	Q 4	Assessment reports
								1	1	1	1	
								Annual budget allocation:				
								R1,020,000.00 Vote number: 020 235057				


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COMMUNITY SERVICES															
Service Delivery and Budget Implementation Plan															
2015/16 Financial Year															
ENVIRONMENTAL HEALTH -Water															
RESPONSIBLE OFFICIAL: MRS.N. SINGH															
5. WATER SAMPLE TESTING ANALYSIS: SEWERAGE SAMPLES (GREEN DROP STANDARDS)															
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets			Evidence				
Service delivery and Infrastructure Development	To ensure that the general environment is protected and promoted in a sustainable way.	Collect sewerage water samples for compliance monitoring according to Green drop and License requirements.	Number of samples taken by the 30 June 2016	534 Samples taken according to green drop requirements for water quality monitoring purposes	624 samples per year as at 30 June 2016	5	1= less than 300 samples 2= 301-623samples 3= 624 samples 4= 624 samples meeting green drop status 5= more than 624 samples meeting green drop status	Q 1	Q 2	Q 3	Q 4				
								156	156	156	156				
								Annual budget allocation: R100 000.00 Vote number: 009260042							



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 Page 5 of 29

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COMMUNITY SERVICES											
Service Delivery and Budget Implementation Plan											
2015/16 Financial Year											
PUBLIC SAFETY: FIRE AND RESCUE							RESPONSIBLE OFFICIAL: MRS.N. SINGH				
7. MAINTENANCE OF FIRE EXTINGUISHERS											
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets		Evidence	
								Q 1	Q 2	Q 3	Q 4
Service delivery and Infrastructure Development	To ensure efficient, effective cash flow management	To service fire extinguishers within the municipal buildings as per fire requirements	Number of fire extinguishers compliance with the service date March 2016	130 fire extinguishers serviced in March 2015	130 of fire extinguishers compliance with the service date March 2016	2	1= less than 50% compliance 2=above 50% compliance 3= 100% compliance with service date 4=100% compliance with a service schedule per unit 5=100% compliance with a maintenance contract signed			130	
								Annual budget allocation: Repairs and maintenance vote.			
											Actual servicing of fire extinguishers per schedule


ZG Sm N.S. Page 7 of 29

COMMUNITY SERVICES												
Service Delivery and Budget Implementation Plan												
2015/16 Financial Year												
PUBLIC SAFETY: TRAFFIC												
RESPONSIBLE OFFICIAL: MRS.N. SINGH												
8. TRAFFIC LAW ENFORCEMENT (ROAD BLOCKS)												
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets			Evidence	
Service delivery and Infrastructure Development	To create a conducive environment for increased public safety	Ensuring that road traffic regulations are adhered to by increasing visibility of Traffic Officers through Arrive Alive campaigns and road blocks.	Number of road blocks conducted by 30 June 2016	2 road blocks conducted	4 Internal road blocks to be conducted by 30 June 2016	4	1= 0 road blocks 2=3 road blocks 3=4 road blocks 4=1Arrive Alive campaign and 5 road blocks 5=1Arrive Alive and 6+ road blocks	Q 1	Q 2	Q 3	Q 4	Photographs, reports, attendance registers, minutes of meetings.
								1 road block	1 road block	1 road block	1 road block	
								Annual budget allocation:				
								Income: R 150 000.00 (Vote number: (030 040010) R 5,406 000.00 (Vote number: 030 060084)				
								Expenditure: R 3,213 000.00 (vote number: 030 260079)				
								R1 389 000.00	R1 389 000.00	R1 389 000.00	R1 389 000.00	
								R803 250.00	R803 250.00	R803 250.00	R803 250.00	

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COMMUNITY SERVICES												
Service Delivery and Budget Implementation Plan												
2015/16 Financial Year												
PUBLIC SAFETY: LICENSING												
RESPONSIBLE OFFICIAL: MRS.N. SINGH												
9. PROVISION OF LICENSING SERVICES (APPLICATIONS FOR LEARNERS AND DRIVERS LICENSES)												
	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets				Evidence
								Q 1	Q 2	Q 3	Q 4	
Service delivery and Infrastructure Development	To ensure efficient licensing service delivery to the community	Conduct learners and drivers licenses tests, card renewals, PrPDs and road-worthy certificates	% of applications received for learners and drivers licenses attended to within the prescribed time-frame. (within 14 days)	New Indicator	100% applications for Learners/ drivers licenses processed (within 14 days)	4	1= 0-25% applications processed of applications processed 2= 26%-99% applications processed 3= 100% applications processed as per time-frame. 4= 100% of applications processed within 8-13 days 5=100% of applications processed within 1- 7 days	100%	100%	100%	100%	ENatis reports, daily test sheets, application forms
								Annual budget allocation:				


 Page 9 of 29
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COMMUNITY SERVICES												
Service Delivery and Budget Implementation Plan												
2015/16 Financial Year												
PUBLIC SAFETY: SAFETY AND SECURITY												
RESPONSIBLE OFFICIAL: MRS.N. SINGH												
10. SAFE-GUARDING OF MUNICIPAL ASSETS (MONITORING SECURITY SERVICES)												
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets				Evidence
								Q 1	Q 2	Q 3	Q 4	
Service delivery and Infrastructure Development	To provide a safe working environment for the municipal staff, clients and safe-guarding of municipal assets and property.	Appointment and monitoring of the security service provider to assist in providing a safer working environment	Number of assessments conducted by the 10 th of every month after the quarter ends	New indicator	4 Quarterly assessments to be conducted by the 10 th of every month after the quarter ends.	4	1= 0-1 Assessments done	1	1	1	1	Assessment reports
							2= 2-3 assessments done					
							3= 4 assessments done					
							4= 4 assessments done					
							5= 4 assessments done 5 days before the 10 th					
Annual budget allocation:								Annual budget allocation:				
R5 040 000.00								R5 040 000.00				
Vote number: 030 260052								Vote number: 030 260052				
								R1,260 000.00	R1,260 000.00	R1,260 000.00	R1,260 000.00	

COMMUNITY SERVICES												
Service Delivery and Budget Implementation Plan												
2015/16 Financial Year												
SOCIAL DEVELOPMENT AND AMENITIES: CULTURE, SPORTS AND RECREATION												
RESPONSIBLE OFFICIAL: MRS.N. SINGH												
11. SPORTS & RECREATION: PROMOTION OF SPORT ACTIVITIES												
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets				Evidence
Service delivery and Infrastructure Development	To create an environment within which individuals can easily participate in a sporting code of their choice	Organizing sport and recreational activities	Number of sporting activities held by 30 June 2016	One sporting activity to be held per quarter.	5 sport activates to be held by 30 June 2016	2	1= 0-1sport activities 2= 2-4sports activities 3= 5 sports activities 4=6 sports activities 5= 7+sports activities	Q 1	Q 2	Q 3	Q 4	Report on the sporting events held
								1	1	2	1	
								Annual budget allocation:				
								R80 000.00				
								Vote numbers: (007 260012) (007 260022)				
					R10 000	R10 000	R10 000	R10 000	R50 000			

5

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Page 11 of 29
SK A.M.

COMMUNITY SERVICES												
Service Delivery and Budget Implementation Plan												
2015/16 Financial Year												
SOCIAL DEVELOPMENT AND AMENITIES: CULTURE, SPORTS AND RECREATION												
RESPONSIBLE OFFICIAL: MRS.N. SINGH												
12. PARTICIPATION ON ARTS AND CULTURE: HERITAGE												
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets				Evidence
								Q 1	Q 2	Q 3	Q 4	
Service delivery and Infrastructure Development	To promote and embrace the history and diverse cultural heritage of the South African people	To educate communities on cultural heritage through the hosting of cultural events	Number of cultural events held by 31 December 2015	Two cultural events are being held annually Kwasmkhulu cultural event (Sunbury) and Train Disaster (Dullstroom)	2 cultural events to be held by 31 December 2015	2	1= 0 cultural event 2= 1 cultural event 3= 2 cultural events 4= 3 cultural events 5= 4 cultural events	1	1			Report on cultural event held
								Annual budget allocation:				
								R40 000.00				
								(Vote numbers: 007 260012)				
								R20 000	R20 000			

Z-G SM G
Page 12 of 29 N-S
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COMMUNITY SERVICES												
Service Delivery and Budget Implementation Plan												
2015/16 Financial Year												
PUBLIC SAFETY: FIRE & RESCUE												
RESPONSIBLE OFFICIAL: MRS.N. SINGH												
13. MACHINERY AND EQUIPMENT INSPECTIONS												
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets				Evidence
								Q 1	Q 2	Q 3	Q 4	
Service delivery and Infrastructure Development	To create a conducive environment for increased public safety.	Ensure that machinery and equipment is in compliance to OHS Act/Fire regulations.	Number of inspection reports of Fire and rescue as well as traffic equipments and machinery by 30 June 2016	10 monthly reports	12 monthly inspection reports on the fire and rescue as well as traffic equipments and machinery for compliance to regulations by 30 June 2016.	2	1= 0-5 reports 2= 6-11 reports 3= 12 reports 4= 12 reports and 85% machinery and equipment compliant 5= 12 reports and 100% machinery and equipment compliant	Monthly reports	Monthly reports	Monthly reports	Monthly reports	Inspection reports
								Annual budget allocation: Fire R167 200.00				
								Vote Number: 006 repairs and maintenance				
								Annual budget allocation: Traffic R15 500.00				
								Vote Number: 030 repairs and maintenance				

COMMUNITY SERVICES													
Service Delivery and Budget Implementation Plan													
2015/16 Financial Year													
PUBLIC SAFETY: FIRE & RESCUE													
RESPONSIBLE OFFICIAL: MRS.N. SINGH													
14. CONDUCT FIRE BREAKS													
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets				Evidence	
								Q 1	Q 2	Q 3	Q 4		
Service delivery and Infrastructure Development	To create a conducive environment for increased public safety.	Conduct fire breaks throughout the municipality to mitigate and prevent fire risks by appointing EPWP	Km of fire breaks conducted by 30 June 2016	New Indicator	80 Km of fire breaks to be conducted by 30 June 2016	3		4km	-	-	76km		
								Annual budget allocation:					
								R55 000.00					
								R10 000.00					
								(Vote number: 006 260025, 006 260040)					
								EPWP					

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Page 14 of 29 N.S

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COMMUNITY SERVICES												
Service Delivery and Budget Implementation Plan												
2015/16 Financial Year												
PUBLIC SAFETY: FIRE & RESCUE												
RESPONSIBLE OFFICIAL: MRS.N. SINGH												
15. Monitoring of call centre employees												
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets				Evidence
								Q 1	Q 2	Q 3	Q 4	
Service delivery and Infrastructure Development	To create a conducive environment for increased public safety	Establishment of the 24 hour control room to improve communication and response time to incidents.	% Improved response time to community issues raised through the call centre	New indicator	7 days response time to 100% of issues raised through the call centre	2	1=more than 10 days response time 2= 8-9 days response time 3= 7 days response time 4= 4 days response time 5=3 days response time	100%	100%	100%	100%	Monthly reports indicating the response time to issues raised
								Annual budget allocation:				
								EPWP				
								R	R	R	R	

Z-G SM
Page 15 of 29 NS
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COMMUNITY SERVICES												
Service Delivery and Budget Implementation Plan												
2015/16 Financial Year												
PUBLIC SAFETY: FIRE & RESCUE												
RESPONSIBLE OFFICIAL: MRS.N. SINGH												
16. FIRE AWARENESS												
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets				Evidence
								Q 1	Q 2	Q 3	Q 4	
Service delivery and Infrastructure Development	To create a conducive environment for increased public safety	Educate the community about public safety by conducting fire awareness campaigns particularly at schools and old age homes.	Number of fire awareness campaigns conducted by 30 June 2016	14 fire awareness campaigns	16 fire awareness campaigns by 30 June 2016.	4	1= 0-6 Awareness campaigns 2= 6-15 awareness campaigns 3= 16 awareness campaigns 4= 17-20 awareness 5=20+ awareness	4	4	4	4	Reports, photographs, requests, letters
								Annual budget allocation:				
								Salaries budget: fire brigade				
								R	R	R	R	



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 Page 16 of 29 sm
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COMMUNITY SERVICES Service Delivery and Budget Implementation Plan 2015/16 Financial Year												
RESPONSIBLE OFFICIAL: MRS.N. SINGH												
17. BUDGETING												
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets				Evidence
Financial Viability	To ensure compliance with legislative, reporting framework and prescribed accounting standards	Submission of relevant reports timeously to Provincial Treasury and National Treasury	Final Budget submitted for adoption by 31 May 2016 and approved by Council	Budget adopted in June 2015	Final Budget approved by Council by 31 May 2016	3	1= no submission 2= late submission 3= submission on time 4= submission 3 days in advance 5= submission >3 days in advance	Q 1	Q 2	Q 3	Q 4	Final Budget approved by Council
								Not applicable	Not applicable	Not applicable	Final Budget approved by Council	
								Annual Budget allocation: Salaries Budget				
								-	-	-	-	



COMMUNITY SERVICES												
Service Delivery and Budget Implementation Plan												
2015/16 Financial Year												
RESPONSIBLE OFFICIAL: MRS.N. SINGH												
18. FINANCIAL POLICY REVIEWAL												
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets				Evidence
								Q 1	Q 2	Q 3	Q 4	
Financial Viability	To ensure compliance with legislative, reporting framework and prescribed accounting standards	Submission of relevant reports timeously to Provincial Treasury and National Treasury	Finance related policies reviewed by June 2016	New Indicator	A set of finance related policies reviewed and approved by council	2	1=non submission of inputs 2=late submissions 3=submission on time 4=Reducing the Department's deviation by 50% 5= Reducing the Department's deviation by 100%	Not applicable	Not applicable	Not applicable	Reviewed and approved finance related policies	Council Approved finance policies accompanied by Council Resolution.
								Annual Budget allocation: Salaries Budget				
								-	-	-	-	

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 Page 18 of 29 SM
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COMMUNITY SERVICES Service Delivery and Budget Implementation Plan 2015/16 Financial Year														
RESPONSIBLE OFFICIAL: MRS.N. SINGH														
19. CLEAN AUDIT			Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets				Evidence
KPA										Q 1	Q 2	Q 3	Q 4	
Financial Viability		To build the capacity of municipality and to implement sound institutional and governance systems required in terms of local government legislations	By developing an MSIG support plan with detailed budget and timeframe for the implementation of prioritized measurable outputs	Improve the municipal audit outcome by November 2015	Disclaimer	Clean audit for 2014/15 financial year	2	1= qualification 2= unqualified 3= clean audit for 2014/15 4= clean audit and 50% attendance of Audit Steering Comm (ASC). 5= clean audit and 100% attendance of Audit Steering Comm (ASC).	-	Attending to all audit queries raised and Audit Steering Committee receiving the management letter and the final audit report	-	-	AG Audit Report	
									Annual Budget allocation: Salaries Budget					
									-	-	-	-	-	


 Page 19 of 29 N.S SM
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COMMUNITY SERVICES Service Delivery and Budget Implementation Plan 2015/16 Financial Year												
20. ISSUES RAISED BY AUDITOR GENERAL								RESPONSIBLE OFFICIAL: MRS.N. SINGH				
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets				Evidence
								Q 1	Q 2	Q 3	Q 4	
Financial Viability	To build the capacity of municipality and to implement sound institutional and governance systems required in terms of local government legislations	By developing an MSIG support plan with detailed budget and timeframe for the implementation of prioritized measurable outputs	Number of issues raised by the AG in 2014/15 FY	125 issues in 2013/14 FY	Not more than 75 issues raised by the AG in the 2013/14 FY	2	1=report of issues raised 2=same type of issues raised 3= not more than 75 issues raised 4=no repetitive issues raised 5= the audit opinion only containing new issues which were never raised before	Not applicable	Not applicable	Not applicable	50% reduction of AG issues raised in the 2013/14 FY	AG Report
								Annual Budget allocation: Salaries Budget				
								-	-	-	-	



COMMUNITY SERVICES												
Service Delivery and Budget Implementation Plan												
2015/16 Financial Year												
RESPONSIBLE OFFICIAL: MRS.N. SINGH												
21. PROCUREMENT PLANS						Scoring	Weighting	Quarterly Targets				Evidence
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16			Q 1	Q 2	Q 3	Q 4	
Financial Viability	To ensure efficient, effective cash flow management	Monitor daily cash flow and monitor benchmarks	Number of procurement plans for all procurement in excess of R200 000 compiled by 30 August 2015	Draft Procurement Plan	Procurement plans submitted by 30 August 2015			1	1= no submission 2=late submission 3=submission on time 4=submission 1 week before due date 5=submission earlier than 31 July 2015	Receipt of departmental procurement plans for all procurement in excess of R200 000 compiled	1 procurement plan for all procurement in excess of R200 000 compiled and submitted to Management	
						Annual Budget allocation: Salaries Budget						
						-	-	-	-	-	-	

Page 21 of 29 N.S.
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COMMUNITY SERVICES Service Delivery and Budget Implementation Plan 2015/16 Financial Year												
RESPONSIBLE OFFICIAL: MRS.N. SINGH												
22. BID COMMITTEES												
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets				Evidence
								Q 1	Q 2	Q 3	Q 4	
Financial Viability	Ensure efficient, effective cash flow management	Monitor daily cash flow and monitor benchmarks	% attendance of appointed members for all bid committees by 30 June 2016	80% attendance rate in all committees	100% attendance of appointed members for all BSC, BEC and BAC committees by 30 June 2016	5	1= no attendance 2= less than 50% attendance 3= 100% attendance including LOA 4= more than 80% items resolved within 2 weeks 5= 100% items resolved within 1 week	100% finalization of all reports within 30 days of shorter	100% finalization of all reports within 30 days of shorter	100% finalization of all reports within 30 days of shorter	100% finalization of all reports within 30 days of shorter	Monthly report on procurement from SCM
								Annual Budget allocation: Salaries Budget				
								-	-	-	-	

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COMMUNITY SERVICES Service Delivery and Budget Implementation Plan 2015/16 Financial Year												
23. DEVELOPMENT OF SDBIP							RESPONSIBLE OFFICIAL: MRS.N. SINGH					
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets				Evidence
								Q 1	Q 2	Q 3	Q 4	
Institutional development and Transformation	To monitor , review and improve the Implementation of the IDP	Submission of monthly, quarterly and half yearly reports of the SDBIP	Approved departmental 2015/16 SDBIP aligned to IDPs and budget by July 2015	New Indicator	Signed copy of the SDBIP approved by the Executive Mayor within 28 days after the budget approval	2	1=no submission 2=late submission 3=100% submission on time 4=supporting other dept. to submit 5=supporting more than 1 dept. to submit	Approved 2015/16 SDBIP aligned to IDPs and budget (Community Services Information)	-	-	-	Approved 2014/15 SDBIP aligned to IDPs and budget
								Annual Budget allocation: Salaries Budget				
								-	-	-	-	-



<div>COMMUNITY SERVICES</div> <div>Service Delivery and Budget Implementation Plan</div> <div>2015/16 Financial Year</div>										RESPONSIBLE OFFICIAL: MRS.N. SINGH			
24. SIGNING OF PERFORMANCE AGREEMENT					Annual Target 2015/16	Weighting	Scoring	Quarterly Targets				Evidence	
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline				Q 1	Q 2	Q 3	Q 4		
Institutional development and Transformation	To fulfill the legislative requirements	Sign performance agreements in terms of section 57 of the MSA within prescribed timeframe	Performance Agreements signed by 21 July 2015	Performance Agreements signed for the 2014/15 F/Y	Performance agreements for existing S54 and S56 signed within 28 days in terms of section 57 of the MSA that is 21 July 2015	1	1=failure to sign 2=late signing 3=performance agreement signed on time 4=agreement signed a week before 5=agreement signed more than a week earlier	Performance Agreements signed by 30 July 2015	-	-	-	Signed Performance Agreements	
								Annual Budget allocation: Salaries Budget CORPORATE SERVICES					
								-	-	-	-		



COMMUNITY SERVICES Service Delivery and Budget Implementation Plan 2015/16 Financial Year										RESPONSIBLE OFFICIAL: MRS.N. SINGH		
25. QUARTERLY PERFORMANCE REPORTING												
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets				Evidence
								Q 1	Q 2	Q 3	Q 4	
Institutional development and Transformation	To monitor , review and improve the Implementation of the IDP	Submission of monthly, quarterly and half yearly reports of the SDBIP	Submission of Quarterly performance reports not later than 30 days after the end of the quarter	Four 2014/15 quarterly SDBIP performance reports	Four 2015/16 quarterly SDBIP performance reports not later than 30 days after the end of each quarter.	5	1=failure to submit 2=late submission 3=submission on time 4=submission with evidence 5=submission with evidence before the due time	4 th quarterly SDBIP quarterly report	1st quarterly SDBIP quarterly report	Mid- year SDBIP quarterly report	3rd quarterly SDBIP quarterly report	Four 2015/16 quarterly SDBIP performance reports
								Annual Budget allocation: Salaries Budget				
								-	-	-	-	


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COMMUNITY SERVICES Service Delivery and Budget Implementation Plan 2015/16 Financial Year												
26. QUARTERLY PERFORMANCE REVIEWS								RESPONSIBLE OFFICIAL: MRS.N. SINGH				
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets				Evidence
Institutional development and Transformation	To strengthen and sustain sound administrative and Financial capacity of the municipality.	Ensure development and functionality of effective accountability and Performance Management in accordance with the legislation	Number of individual(section 54/56 managers) performance reviews attended by July 2016	2013/14 Annual municipal performance information submitted to the Municipal Manager for consolidation by 30 July 2015	4 attendance registers on Individual Quarterly Performance Reviews by 30 July 2016	2	1=no attendance 2=attended less than 100% as requested 3=100%attendance 4=100%attendance and develop of corrective action 5=attendance and implementation of corrective action	Q 1	Q 2	Q 3	Q 4	Council Resolutions accompanied by Annual municipal performance Report
								Annual Individual (section 54/56 managers) performance reviews attended	1st quarterly Individual(section 54/56 managers) performance reviews attended	Mid- Year Individual(section 54/56 managers) performance reviews attended	3rd quarterly individual(section 54/56 managers) performance reviews attended	
								Annual Budget allocation: Salaries Budget				
								-	-	-	REMOVE	



COMMUNITY SERVICES Service Delivery and Budget Implementation Plan 2015/16 Financial Year												
RESPONSIBLE OFFICIAL: MRS.N. SINGH												
27. ANNUAL REPORTING												
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets				Evidence
								Q 1	Q 2	Q 3	Q 4	
Institutional development and Transformation	To promote good governance	Submission of reports for consideration once per quarter to Audit committee	Submit to Corporate Services the Annual report information by 30 September 2015	The 2013/14 annual report information was submitted to Corporate Services in October 2014	Annual report information submitted to Corporate Services by 30 September 2015	2	1=failure to submit 2=late submission 3=submission on time 4=assist other dept. to submit 5=proof of review/editing of report	2014/15 Final Annual Report information submitted to Corporate Services	-	-	-	Acknowledgement of receipt of submission from Corporate Services.
Annual Budget allocation: Salaries Budget												
									-	-	-	-



 N-S
 Page 27 of 29 SM
 Z-B A.M.

COMMUNITY SERVICES													
Service Delivery and Budget Implementation Plan													
2015/16 Financial Year													
RESPONSIBLE OFFICIAL: MRS.N. SINGH													
28. IDP		Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16	Weighting	Scoring	Quarterly Targets				Evidence
KPA									Q 1	Q 2	Q 3	Q 4	
Good governance and public participation	To comply with the Integrated Development Planning as prescribed by the legislation	To ensure the reviewal of the IDP	Reviewal and adoption of 2016/2017 IDP by 31 March 2016	2015/2016 IDP	Reviewal and Adoption of the IDP by 31 March 2016	4	1=No IDP adopted by 31 March 2016 2=IDP adopted after 31 March 2016 3= IDP adopted by 31 March 2016	Situational analysis Public consultations	Projects and integration	Adopt and advertise Draft IDP Adopt and advertise Final IDP		Draft IDP Final IDP	
								Annual Budget allocation: R20 000					
								Quarterly Budget	Quarterly Budget	Quarterly Budget	Quarterly Budget	Quarterly Budget	
										R20 000			

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COMMUNITY SERVICES Service Delivery and Budget Implementation Plan 2015/16 Financial Year										RESPONSIBLE OFFICIAL: MRS.N. SINGH		
29. MANAGEMENT OF DEPARTMENTAL RISKS						Weighting	Scoring	Quarterly Targets				Evidence
KPA	Strategic Objective	Strategy	KPI	2014/15 Baseline	Annual Target 2015/16			Q 1	Q 2	Q 3	Q 4	
Good governance and public participation	To promote good governance	Develop a risk based three year strategic rolling plan and annual plan	% reduction in the risk mitigation by 30 June 2016	New Indicator	85% of identified risk mitigating measures for planning and development implemented by 30 June 2016.	3	1= 0-43% reduction of identified department al risks by 30 June 2016 2= 43%-84% reduction of identified department al risks by 30 June 2016 3= 85% reduction of identified department al risks by 30 June 2016	81%	83%	84%	85%	-Progress report on implemented mitigation measures.
								Annual Budget allocation: Salaries budget FOR ALL				
								Quarterly Budget Salaries budget	Quarterly Budget Salaries budget	Quarterly Budget Salaries budget	Quarterly Budget Salaries budget	



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 Page 29 of 29 Sm
 Z-G A.M.

Annexure B

PERSONAL DEVELOPMENT PLAN (PDP)

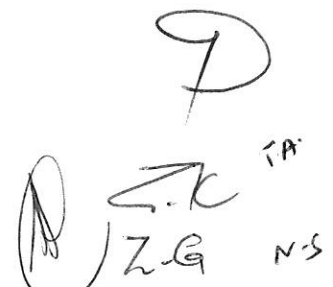
Entered into by and between

EMAKHAZENI LOCAL MUNICIPALITY

ELIZABETH K. TSHABALALA
[“The Employer”]

And

NIRISHA SINGH
[“The Employee”]

Handwritten signatures and initials at the bottom right of the page. There is a large stylized 'D' at the top, followed by 'Z.K' and 'Z.G' with 'TA' and 'NS' to their right. There is also a signature that looks like 'N.S.' inside a circle.

Explanatory Notes to the Personal Development Plan

1. Introduction

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.

1.2 A Municipality should follow an integrated approach to Human Resource Development, that is:

- (a) Human resource development should form an integral part of human resource planning and management.
- (b) In order for a municipality's 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, career pathing, scarce skills and talent management and succession planning.
- (c) To ensure the necessary linkage with performance management, the municipality's Performance Management and Development System should provide for the Personal Development Plans of employees to be included in their annual Performance Agreements. Such approach will ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs are also identified during the performance management and appraisal process.
- (d) Career-pathing and succession planning ensures that employees are placed and developed in jobs according to aptitude and identified potential and through training and development acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also requires appropriate training, education and development interventions.

2. Competence Modeling

2.1 What does an institution mean when it says an employee / prospective employee is competent if she fits a managerial competency framework or occupational competency profile? The institution is in fact expressing competence as a **future-oriented** ideal that they require to achieve their strategic objectives. [The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position]. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this 'ideal'.

2.2 There is however a risk in expressing a required competence that a current or prospective employee should adhere to in the future, as the future is, by definition, uncertain. Managers cannot know how an employee will perform in the future nor can they know how employees that they did not select, did not promote, did not award a qualification to, might perform.

2.3 Moreover, managers do not make their expressions in a social vacuum. They do so within a social context in which there are various actors, various stakeholders, with different interests accountabilities, different things they are trying to achieve and various ways in which others will hold them accountable. If managers are selecting employees they shall similarly have to justify their decisions to others. Relevance thus becomes an obvious issue that affects the level of confidence in such a decision. Various human resources procedures and systems need to be established to maintain the relevance of the expression of competence to the requirements of the employer. Confidence is the

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basis on which the various parties implicated in the decisions and actions taken within a competence system will seek to account to others for those decisions and actions.

- 2.4 When linking a decision that a prospective employee / current employee is competent the communication is based on what may be called conventions of assessment. Some common understanding is achieved by which a certain set of arrangements become socially accepted as the basis for linking different contexts. Contexts differ, in particular in terms of time. So performance in the past is linked to future situations in which desired performance is anticipated. This linking of contexts will normally involve some model, some way of accounting for the claimed link. The **dplg** has decided on:

- 2.4.1 A managerial competency framework as an expression of required managerial competencies.
2.4.2 Occupational competency profiles as expression of occupation / post competency requirements.

3. **Compiling the Personal Development Plan attached as the Appendix.**


- 3.1 The aim of the compilation of Personal Development Plans (PDPs) is to identify, prioritise and implement training needs
- 3.2 The Local Government: Municipal Systems Act: Guidelines: Generic senior management competency framework and occupational competency profiles provides comprehensive information on the relevance of items 2.4.1 and 2.4.2 above to the PDP process. The Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.
- 3.3 The assessment results of a manager against the minimum requirements contained in the managerial competency framework and occupational competency profiles will assist a manager, in consultation with her employee, to **compile a Personal Development Plan** as follows:
- (a) The identified training needs should be **entered into column 1 of the Appendix, entitled Skills / Performance Gap**. The following should be carefully determined during such a process:
- a. 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.
- b. Individual training needs that are job / career related.
- (b) Next, the **prioritisation of the training needs [1 to ...] in column 1 should also be determined** 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.
- (c) Consideration must then be given to the **outcomes expected in column 2 of the Appendix**, so that once the intervention is completed the impact it had can be measured against relevant output indicators.

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- (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 interventions should be listed in **column 3 of the Appendix, entitled: Suggested training and / or development activity**. The training / development must also be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), 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 with regard to a specific outcome / skills gap identified (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency. There is more detail on this in item 4 below.
- (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 the Appendix: 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 the Appendix)** 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 the Appendix**, 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 the Appendix**, provides the employee with a **support person** that could act as coach or mentor with regard to the area of learning.
- 3.4 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 (LGSETA).
- 3.5 Funding should be made available for training, education and development, in line with the Skills Development Act, at least 1% of the personnel budget must be earmarked for it. Additional funding can also be secured in terms of the provisions of the Skills Development Levies Act from the LGSETA if:
- (a) A Skills Development Facilitator has been appointed.
 - (b) The Workplace Skills Plan has been submitted.
 - (c) A submission, including a Business Plan is submitted for additional grants [The LGSETA can be approached at Tel. 011 456 8579 for more information in this regard].


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4. Life-long learning

4.1 It was agreed that an outcomes-based Lifelong Learning Development Framework would be the basis on which Curriculum 2005 would be developed. The basic principle is that learners should be able to progress to higher levels of achievement by mastering prescribed learning outcomes. Learning programmes should thus facilitate progression from one phase or learning outcome to another and from any starting point in the education and training system. Prior knowledge (acquired informally or by work experience, would also have to be assessed and credited. National qualifications would be awarded, at each of the levels of the National Qualifications Framework (NQF) [see the attached definitions] provided that candidates have accumulated certain combinations of credits and have abided by probable rules of combinations required for such qualifications.

4.2 Eight learning areas were identified to form the basis of all education up to the Further Education and Training Certificate:

Nr.	Learning Area
1	Language, Literacy and Communication
2	Mathematical Literacy, Mathematics and Mathematical Science
3	Human and Social Sciences
4	Natural Sciences
5	Technology
6	Arts and Culture
7	Economic and Management Sciences
8	Life Orientation

4.3 As is clear from the definitions, there will be four phases, with Adult Basic Education and Training (ABET) linked to the first three. The history of school education had the effect that the majority of the adult population for black communities, were provided with inadequate education or no schooling. Thus ABET is viewed as a force for social participation and economic development and has been brought into the mainstream of the education and training system. The underlying principles are that ABET should provide a general basic education, promote critical thinking and empower individuals to participate in all aspects of society, and promote active learning methods, and, ABET should lead to nationally recognized certificates based on clear national standards assessed as learning outcomes.

4.4 Once the foundation phase is addressed the other phases can follow suit. In this regard the discussion in item 3.3 (d) refers. Note should also be taken that in addressing professionalisation within the local government sector there may be a need to develop vocational qualifications.


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Personal Development Plan of: [N. SINGH]

Appendix

Compiled on (Date): [July 2015]

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
Senior Management Competency relating to Local Government	Competence in Municipal Management and policy analysis by September 2015 (4 modules remaining)	To register for CPMD with an Accredited Service Provider.	Block attendance with an Accredited Service Provider.	To be completed by September 2015	Manager Community Services expected to provide leadership and financial management in the department	Municipal Manager

Employee's signature :



Supervisor's signature:

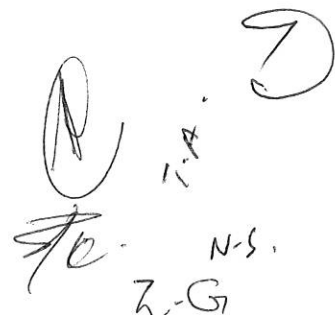


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DEFINITIONS:

“Higher, Further and General Education and Training” refers to:

Higher, Further and General Education and Training Tiers			
National Qualification Framework level	Levels	TYPES OF QUALIFICATIONS AND CERTIFICATES	
8	HIGHER EDUCATION AND TRAINING	Doctorates Further Research Degrees	
7		Higher Degrees Professional Qualifications	
6		First Degrees Higher Diplomas	
5		Diplomas Occupational Certificates	
FURTHER EDUCATION AND TRAINING CERTIFICATES			
4	FURTHER EDUCATION AND TRAINING	School/College/Training Certificate Mix of units from all	
3		School/College/Training Certificate Mix of units from all	
2		School/College/Training Certificate Mix of units from all	
GENERAL EDUCATION AND TRAINING CERTIFICATES			
1	GENERAL EDUCATION AND TRAINING	Senior Phase Intermediate Phase Foundation Phase	ABET level 4 ABET level 3 ABET level 2 ABET level 1



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