



UMZIMVUBU
— LOCAL MUNICIPALITY —

PERFORMANCE AGREEMENT

GLADSTONE PHILLIP TOBELA NOTA

MUNICIPAL MANAGER

2018 – 2019

UPHULISO KUMNTU WONKE

- (c) Include key objectives, performance indicators, target dates and weightings.
- (3) It is agreed that–
- (a) The key objectives must describe the main tasks that must be performed by the Employee;
 - (b) The key performance indicators provide the details of the evidence that must be provided to indicate that a key objective has been achieved;
 - (c) The target dates describe the timeframe in which the work must be achieved; and
 - (d) The weightings indicate the relative importance of the key objectives to each other.
- (4) The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

PERFORMANCE MANAGEMENT SYSTEM

- 5.(1) The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Municipality, and accepts that the purpose of the performance management system is to provide a comprehensive system, with specific performance standards, to assist Municipality to perform to the standards required.
- (2) The Employer must consult the Employee about the specific performance standards that are included in the performance management system that are applicable to the Employee.
- (3) The Employee undertakes to actively focus on the promotion and implementation of the Key Performance Areas, including special projects relevant to the Employee's responsibilities, within the local government framework.

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- (4) The Employee must be assessed on his or her performance in terms of the performance indicators identified in the attached Performance Plan and include–
- (a) the Key Performance Areas; and
 - (b) Core Managerial Competencies,
- with a weighting of 80:20 allocated to sub-clause (a) and (b) respectively.
- (5) The Key Performance Areas will make up 80% of the Employee's assessment score, and will contain the following areas of which all of them are compulsory and weights must be allocated to each of them according to the scale of core and functional responsibilities:

Key Performance Areas (80% of Total)	Weighting
Municipal Institutional Development and Transformation	20 ✓
Local Economic Development	15 ✓
Municipal Financial Viability and Management	20 ✓
Good Governance and Public Participation	15 ✓
Basic Service Delivery	20 ✓
Spatial Development	10
Total	100%

- (6) The Core Management Criteria will make up the other 20% of the Employee's assessment score
- (7) The Core Competency Requirements are deemed to be most critical for the Employee's specific job and only twelve (12) of them should be selected from the list below including the compulsory CMC s as agreed to between the Employer and Employee:

287

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (20% of Total)		
CORE MANAGERIAL COMPETENCIES (CMC's)	√	WEIGHT
Strategic Direction and Leadership	*	10
Programme and Project Management	*	5
Financial Management	*	10
Change Management	*	5
People Management	*	10
Governance Leadership	*	10
CORE OCCUPATIONAL COMPETENCIES (COC's)		
Moral Competence	*	10
Planning and Organising	*	10
Analysis and Innovation	*	5
Knowledge and Information Management	*	5
Communication	*	10
Results and quality focus	*	10
Total percentage		100%

- (8) Final Assessment scores shall be given according to each Key Performance Area either by working out a mean or by giving one final score to each KPA.
- (9) Final Assessment scores shall be awarded according to each Core Managerial Competency either by working out a mean or by giving one final score to each CCR.

EVALUATING PERFORMANCE

- 6.(1) The Performance Plan, attached hereto as Appendix "A", must set out the :-
- the standards and procedures for evaluating the Employee's performance; and
 - the intervals for the evaluation of the Employee's performance.
- (2) Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage during the validity of the Agreement of Employment.

- (3) Personal growth and development needs identified during any performance review discussion, as well as the actions and time frames agreed to, must be documented in a Personal Development Plan, which must be in a format substantially compliant with Appendix "B.
- (4) The Employee's performance will be measured in terms of contributions to the goals and strategies contemplated in the Employer's Integrated Development Plan.
- (5) The annual performance appraisal must involve–
 - (a) An assessment of the achievement of results as outlined in the performance plan;
 - (b) An assessment of each Key Performance Area 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;
 - (c) A rating on the five-point scale for each Key Performance Area; and
 - (d) The use of the applicable assessment rating calculator to add the scores and calculate a final Key Performance Area score.
- (6) The Core Management Criteria must be assessed–
 - (a) According to the extent to which the specified standards have been met;
 - (b) With an indicative rating on the five-point scale for each Criteria; and
 - (c) By using the applicable assessment rating calculator to add the scores and calculating a final score.
- (7) An overall rating is calculated by using the applicable assessment-rating calculator, Which represents the outcome of the performance appraisal, provided that the performance assessment of the Employee will be based on the following rating scale for both Key Performance Indicators and Core Management Criteria:

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Level	Terminology	Description Rating
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
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.

- (8) The performance of the Employee must be evaluated by an evaluation panel constituted in terms of regulation 27(4)(d), (e) and (f) of the Regulations.

SCHEDULE FOR PERFORMANCE REVIEWS

- 7.(1) The performance of each Employee in relation to his or her performance agreement must be reviewed during–
- (a) July to September for the First quarter;
 - (b) October to December for the Second Quarter;
 - (c) January to March for the Third quarter
 - (d) April to June for the Fourth quarter,

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

- (2) The Employer must keep a record of all performance assessment meetings, and feedback must be based on the Employer's assessment of the Employee's performance.
- (3) The Employer may amend the provisions of the Performance Plan whenever the performance management system is adopted, implemented or amended, provided that the Employee must be consulted before any such change is made.
- (4) The work performance and performance review will not be confined and limited to the performance plan, any incidental work outside the performance plan shall be performed and evaluated accordingly.

OBLIGATIONS OF THE EMPLOYER

8. The Employer must–

- (a) Create an enabling environment to facilitate effective performance by the Employee;
- (b) Provide access to skills development and capacity building opportunities;
- (c) Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

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- (d) On the request of the Employee delegate such powers reasonably required by the Employee to enable him or her to meet the performance objectives and targets established in this Agreement; and
- (e) Make available to the Employee such resources as the Employee may reasonably require from time to time to assist him or her to meet the performance objectives and targets established in this Agreement.

CONSULTATION

9. (1) The Employer agrees to consult the Employee timeously where the exercising of the powers will–
- (a) Have a direct effect on the performance of any of the Employee's functions;
 - (b) Commit the Employee to implement or to give effect to a decision made by the Employer; and
 - (c) Have a substantial financial effect on the Employee.
- (2) The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in sub-clause (1) above, as soon as is practicable to enable the Employee to take any necessary action without delay.

MANAGEMENT OF EVALUATION OUTCOMES

- 10.(1) The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- (2) A performance bonus of between 5% and 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance, as per regulation 32(2) of the Regulations.
- (3) In the case of unacceptable performance, the Employer–

(a) Must provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

(b) May, after appropriate performance counselling and having provided the necessary guidance and support as well as reasonable time for improvement in performance, consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

(4) The following formula shall be used to calculate total scores for awarding performance bonus: -

- i) (a) $\text{Weight} \times \text{Final score per KPA} = V \times 80\%$ (for KPA) = score for each KPA
 (b) Add up all KPA scores to get a total sum = W
- ii) (a) $\text{Weight} \times \text{Final score per CMC} = Y \times 20\%$ (for CMC) = score for each CCR
 (b) Add up all CCR scores to get a total sum = Z
- III) $W + Z = \text{Total score (percentage)}$

(5) The following formula shall be used to allocate the performance bonus after the total score has been calculated in accordance with section 10 (4) above:

FINAL SCORE	BONUS/REWARD
150 and above	10% to 14% of the annual total remuneration package
130 to 149%	5% to 9% of the annual total remuneration package
100% and below	Compulsory Performance Counselling

(6) The above mentioned formula in subsection 5 shall be normalised as follows:-

RANGE	SCORE	% Bonus
150 AND ABOVE	164 and above	14
	163	13.705
	162	13.42
	161	13.135

RANGE	SCORE	% Bonus
Between 130 and 149	149	9
	148	8.6
	147	8.4
	146	8.2

	160	12.85
	159	12.565
	158	12.28
	157	11.995
	156	11.71
	155	11.425
	154	11.14
	153	10.855
	152	10.57
	151	10.285
	150	10

	145	8
	144	7.8
	143	7.6
	142	7.4
	141	7.2
	140	7
	139	6.8
	138	6.6
	137	6.4
	136	6.2
	135	6
	134	5.8
	133	5.6
	132	5.4
	131	5.2
	130	5

SUB-STANDARD / POOR PERFORMANCE MANAGEMENT

11. (a) All endeavours shall be made to provide support in the form of guidance, training and counselling to the employee when displaying signs of sub-standard performance.
- (b) The employee shall be given adequate period ranging from four months to six months to improve performance.
- (c) Unequivocal performance targets with a succinct action plan shall be drawn up for the employee with clear results to be achieved.
- (d) The time needed for an employee to improve his/ her performance shall be dictated by the nature and level of the job.

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DISPUTE RESOLUTION

- 12.(1) Any disputes about the nature or content 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 –
- (a) The Mayor, within thirty days of receipt of a formal dispute from the Employee, whose decision shall be final and binding to both parties
- (2) Any disputes about the outcome of the Employee's performance evaluation, must be mediated by–
- (a) A member of the municipal Council, provided that such Councillor was not part of the evaluation panel contemplated in regulation 27(4)(e) of the Regulations, within thirty days of receipt of a formal dispute from the Employee, whose decision shall be final and binding on both parties.

GENERAL

- 13.(1) The Employer must make the contents of this Agreement and the outcome of any review conducted in terms of the Performance Plan available to the public as contemplated in section 46 of the Systems Act.
- (2) Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his or her Agreement of Employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- (3) The performance assessment results of the Municipal Manager must be submitted to the Member of the Executive Council responsible for local government in the Eastern Cape as well as the National Minister responsible for local government, within fourteen days after the conclusion of the assessment.
- (4) The employee is required to complete the Financial Disclosure Form as per Item 5 of the Code of Conduct for municipal staff members which is attached to this agreement as Appendix "C".

SIGNED AT Kwibix Co ON THIS 30th DAY OF July 2018

AS WITNESSES:

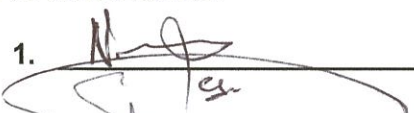
1. 

2. A.M



SIGNATURE OF THE EMPLOYER REPRESENTATIVE

AS WITNESSES:

1. 

2. 



SIGNATURE OF THE EMPLOYEE REPRESENTETIVES

PERFORMANCE PLAN
2018/2019

Entered into by and between

UMzimbvubu Local Municipality

and

GLADSTONE TOBELA NOTA

1. Purpose

The performance plan defines the Council's expectations of the **MUNICIPAL MANAGER** 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 **MUNICIPAL MANAGER** performance against set performance indicators:

- 2.1 Provide democratic and accountable government.
- 2.2 Ensure sound governance within the municipality.
- 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 Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006), inform the strategic objectives listed in the table below:

- 3.1 Basic Service Delivery.
- 3.2 Municipal Institutional Development and Transformation.
- 3.3 Local Economic Development
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation
- 3.6 Spatial Development

4. Key Performance Objectives and Indicators, for the Municipal Manager

The provisions and statutory time frames contained in the following legislation are required to be reported on and measured:

- 4.1 Local Government: Municipal performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Manager, 2006 (Regulation No. R805, dated 1 August 2006)
- 4.2 Regulation No. 796 (Local Government: Municipal Planning and Performance Management Regulations, 2001) dated 24 August 2001
- 4.3 Municipal Finance Management Act, 2003,
- 4.4 Municipal Structures Act, 1998, in particular but not limited to Section 29 and 50
- 4.5 Umzimvubu Delegation of powers, particularly, powers delegated to Manager Citizens and Community Services
- 4.6 Municipal Systems Act, 2000, in particular, but not limited to, Chapter 6, 7 sections 66 and 71, Schedule 2

Signed and accepted by: G.P.T. NOTA
Job title: MUNICIPAL MANAGER
Date: 30/07/2018

Signed by the Hon. Mayor on behalf of the uMzimvubu Local Municipality
Signature: [Signature]
Date: 30/07/2018

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APPENDIX B

PERSONAL DEVELOPMENT PLAN- 2018 / 2019

Incumbent	Gladstone Tobela Nota
Employee No.	6005
Job Title	Municipal Manager
Report to	Mayor

1. What are the competencies required for this job (refer to competency profile of job description)?
 - a. **Degree in Law, Public Administration, Human Resources**
 - b. **Competency Certificate in Financial Management**
 - c. **8-9 year managerial Experience**
 - d. **Driving License**
 - e. **computer Literacy**
2. What competencies from the above list, does the job holder already possess?

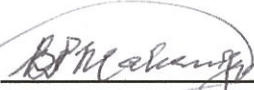
A; B; C; D; E
3. What then are the competency gaps? (If the job holder possesses all the necessary competencies, complete No's 5 and 6.)
 - None
4. Actions/Training interventions to address the gaps/needs
 - None
5. Indicate the competencies required for future career progression/development
 - LLB
 - MBA
6. Actions/Training interventions to address future progression
 - Executive Development Program

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7. Comments/Remarks of the Incumbent

8. Comments/Remarks of the supervisor

Agreed upon

Signature: 

Supervisor: SP NABENZI

Date: 30/07/2018

Signature: 

Incumbent: SPT NOTA

Date: 30/07/2018

Tobela Nota

Scorecard Details:	
Ref:	SDP18PM/SCD7
Created By:	Phindile Magadla
Created On:	14 February 2019 14:46
Activated By:	Phindile Magadla
Activated On:	14 February 2019 15:40
Employee Job Details:	
Job Start Date:	12 May 2017
Department:	Office of the Municipal Manager
Job Title:	Municipal Manager
Manager:	Vacant

KPAs

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Source of Evidence	Sub-Directorate	KPI Owner	KPA Weight	Overall Weight	
Basic Service Delivery - KPAs												
SDP18/D56	Basic Service Delivery	5. To provide access to improved, sustainable and modernized infrastructure to the community	1. Infrastructure Investment (Roads, water, sanitation, electricity, housing)	Kilometres of new roads constructed (accessing)	Number	47.97	Completion Certificates; pictorial evidence	Infrastructure and Planning: Project Management Unit	Manager: Infrastructure & Planning	5.13%	1%	
SDP18/D57	Basic Service Delivery	5. To provide access to improved, sustainable and modernized infrastructure to the community	1. Infrastructure Investment (Roads, water, sanitation, electricity, housing)	Kilometres of roads maintained (accessing)	Number	54	Completion Certificates; pictorial evidence	Infrastructure and Planning: Project Management Unit	Manager: Infrastructure & Planning	5.13%	1%	
SDP18/D59	Basic Service Delivery	6. To develop and promote an integrated sustainable environment	1. Infrastructure Investment (Roads, water, sanitation, electricity, housing)	Number of Housing Sector Plans (5 year strategy) reviewed	Number	1	Council Approval	Infrastructure and Planning: Building & Housing	Manager: Infrastructure & Planning	5.13%	1%	
SDP18/D60	Basic Service Delivery	6. To develop and promote an integrated sustainable environment	1. Infrastructure Investment (Roads, water, sanitation, electricity, housing)	Number of Building Plan Appraisal Committee sittings	number	8	1.) Attendance Register 2.) Minutes 3.) Letters of building plans approvals	Infrastructure and Planning: Building & Housing	Manager: Infrastructure & Planning	5.13%	1%	
Total Weight:										-	100%	

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Source of Evidence	Sub-Directorate	KPI Owner	KPA Weight	Overall Weight
SDP18/D61	Basic Service Delivery	6. To develop and promote an integrated sustainable environment	1. Infrastructure Investment (Roads, water, sanitation, electricity, housing) 6. Centralized planning	Number of Buildings Inspected	Number	1200	1.) Inspection register. 2.) Pictures	Infrastructure and Planning: Building & Housing	Manager: Infrastructure & Planning	5.13%	1%
SDP18/D62	Basic Service Delivery	6. To develop and promote an integrated sustainable environment	6. Centralized planning	Number campaigns conducted on Promotion of Adherence to Building Controls	Number	5	1.) Signed communication letters/flyers and attendance registers. 2.) Pictures	Infrastructure and Planning: Building & Housing	Manager: Infrastructure & Planning	5.13%	1%
SDP18/D63	Basic Service Delivery	6. To develop and promote an integrated sustainable environment	1. Infrastructure Investment (Roads, water, sanitation, electricity, housing)	Number of National Housing Needs register forms captured on NHNR system	Number	300	Report on Housing Needs Register	Infrastructure and Planning: Building & Housing	Manager: Infrastructure & Planning	5.13%	1%
SDP18/D64	Basic Service Delivery	6. To develop and promote an integrated sustainable environment	1. Infrastructure Investment (Roads, water, sanitation, electricity, housing)	Number of staff housing concepts developed	Number	1	Concept document with cost estimates, and drawings designs	Infrastructure and Planning: Building & Housing	Manager: Infrastructure & Planning	5.13%	1%
SDP18/D65	Basic Service Delivery	6. To develop and promote an integrated sustainable environment	1. Infrastructure Investment (Roads, water, sanitation, electricity, housing)	Number of municipal support centres rehabilitated	Number	2	Photos. Appointment letters, adverts, completion certificates	Infrastructure and Planning: Building & Housing	Manager: Infrastructure & Planning	5.13%	1%
SDP18/D66	Basic Service Delivery	6. To develop and promote an integrated sustainable environment	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	Number of local SMME's mentored on construction programmes	Number	NA	Approved programme Appointment Letters Attendance Register Training Programmes Certificate of attendance	Infrastructure and Planning: Building & Housing	Manager: Infrastructure & Planning	5.13%	1%
SDP18/D67	Basic Service Delivery	5. To provide access to improved, sustainable and modernized infrastructure to the community	1. Infrastructure Investment (Roads, water, sanitation, electricity, housing)	Number of bridges constructed	Number	8	Photos. Appointment letters, adverts, completion certificates	Infrastructure and Planning: Project Management Unit	Manager: Infrastructure & Planning	5.13%	1%
SDP18/D68	Basic Service Delivery	5. To provide access to improved, sustainable and modernized infrastructure to the community	1. Infrastructure Investment (Roads, water, sanitation, electricity, housing)	Number of sport fields constructed (Completion of Tela Cluster and Badbanise Phase 3)	Number	2	Photos. Appointment letters, adverts, completion certificates	Infrastructure and Planning: Project Management Unit	Manager: Infrastructure & Planning	5.13%	1%

Total Weight:

-

100%

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Source of Evidence	Sub-Directorate	KPI Owner	KPA Weight	Overall Weight
SDP18/D69	Basic Service Delivery	5. To provide access to improved, sustainable and modernized infrastructure to the community	1. Infrastructure Investment (Roads, water, sanitation, electricity, housing)	Number of economic infrastructure facilities constructed	Number	1	Photos. Appointment letters, adverts, completion certificates	Infrastructure and Planning: Project Management Unit	Manager: Infrastructure & Planning	5.13%	1%
SDP18/D70	Basic Service Delivery	5. To provide access to improved, sustainable and modernized infrastructure to the community	1. Infrastructure Investment (Roads, water, sanitation, electricity, housing)	Number of households benefiting from grid electricity	Number	1765	Photos. Appointment letters, adverts, completion certificate, Eskom handover certificates	Infrastructure and Planning: Project Management Unit	Manager: Infrastructure & Planning	5.13%	1%
SDP18/D71	Basic Service Delivery	5. To provide access to improved, sustainable and modernized infrastructure to the community	1. Infrastructure Investment (Roads, water, sanitation, electricity, housing)	Kilometres of streets surfaced	Number	1	Completion Certificates; pictorial evidence	Infrastructure and Planning: Project Management Unit	Manager: Infrastructure & Planning	5.13%	1%
SDP18/D73	Basic Service Delivery	7. To develop and enhance knowledge for future career pathing	4. Education and skills development (skills development, education)	Number of students allocated with bursaries for scarce skills	Number	21	Report on external bursary holders proof of payment to students	Corporate Services: Human Resources	Manager: Corporate Services	5.13%	1%
SDP18/D29	Basic Service Delivery	1. To create a conducive environment for participatory development	9. Peace and stability	Percentage of qualifying house holds assisted in Disaster Affected areas	Percentage	100%	Report on qualifying affected households per disaster incident	Citizens and Community Services: Community Safety	Manager: Citizens and Community Services	2.56%	0.5%
SDP18/D30	Basic Service Delivery	6. To develop and promote an integrated sustainable environment	9. Peace and stability	Number of Road traffic contravention notices issued	Number	3300	Traffman Printout/Quarterly reports	Citizens and Community Services: Community Safety	Manager: Citizens and Community Services	5.13%	1%
SDP18/D31	Basic Service Delivery	7. To develop and enhance knowledge for future career pathing	4. Education and skills development (skills development, education)	Number of Library Walk ins	Number	20000	Library Quarterly Reports	Citizens and Community Services: Community Services	Manager: Citizens and Community Services	2.56%	0.5%
SDP18/D32	Basic Service Delivery	4. To create a conducive environment for economic growth and job opportunities	9. Peace and stability	Percentage of compliance with service level agreement	Percentage	100%	guard posts identified/quarterly reports	Citizens and Community Services: Community Safety	Manager: Citizens and Community Services	2.56%	0.5%

Total Weight:

-

100%

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Source of Evidence	Sub-Directorate	KPI Owner	KPA Weight	Overall Weight
SDP18/D33	Basic Service Delivery	1. To create a conducive environment for participatory development	9. Peace and stability	Security impact assessment	Number	Done	Assessment Reports	Citizens and Community Services: Community Safety	Manager: Citizens and Community Services	2.56%	0.5%
SDP18/D34	Basic Service Delivery	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	8. Clean environment	Number of house holds provided with solid waste services	Number	733	Monthly Debtors list	Citizens and Community Services: Community Services	Manager: Citizens and Community Services	2.56%	0.5%
Total Basic Service Delivery - KPIs Weight: 100%											
Basic Service Delivery - Top Layer KPIs											
SDP18/TL35	Basic Service Delivery	5. To provide access to improved, sustainable and modernized infrastructure to the community	1. Infrastructure Investment (Roads, water, sanitation, electricity, housing)	Number of Indigent beneficiaries subsidizes with sola, electricity & Paraffin	Number	1065	Eskom invoices, Invoice for paraffin and solar paid for Indigent beneficiaries	Budget and Treasury	CFO	100%	0.5%
Total Basic Service Delivery - Top Layer KPIs Weight: 100%											
Local Economic Development - KPIs											
SDP18/D37	Local Economic Development	1. To create a conducive environment for participatory development	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	Number of LED Strategy Development	Number	530	Copies of Adverts, Invoices, Payment certificate, completion certificates reports.	Local Economic Development	Manager: LED	6.9%	1%
SDP18/D38	Local Economic Development	1. To create a conducive environment for participatory development	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	Number of LED Strategy Development	Number	New Project	Terms of reference PSC members and council minute	Local Economic Development	Manager: LED	6.9%	1%
Total Basic Service Delivery - Top Layer KPIs Weight: 100%										-	100%

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Source of Evidence	Sub-Directorate	KPI Owner	KPA Weight	Overall Weight
SDP18/D39	Local Economic Development	1. To create a conducive environment for participatory development	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	Number of emerging farmers enrolled on farmer mentorship programme	Number	16	Copy of TOR, adverts, orders, payment certificate, photos close out report	Local Economic Development	Manager: LED	6.9%	1%
SDP18/D40	Local Economic Development	1. To create a conducive environment for participatory development	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	Number of learners trained on entrepreneurship	Number	60	Attendance register and reports	Local Economic Development	Manager: LED	6.9%	1%
SDP18/D41	Local Economic Development	1. To create a conducive environment for participatory development	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	Number of agricultural events held	Number	1	Copy of adverts, orders, Photos	Local Economic Development	Manager: LED	6.9%	1%
SDP18/D42	Local Economic Development	1. To create a conducive environment for participatory development	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	Amount of revenue collected	Currency	R 334,000.00	Copy of Trial Balance from BTO	Local Economic Development	Manager: LED	6.9%	1%
SDP18/D43	Local Economic Development	4. To create a conducive environment for economic growth and job opportunities	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	Number of Cullinary incubator programme	Number	NA	Orders, Invoices.	Local Economic Development	Manager: LED	6.9%	1%

Total Weight:

-

100%

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Source of Evidence	Sub-Directorate	KPI Owner	KPA Weight	Overall Weight
SDP18/D44	Local Economic Development	4. To create a conducive environment for economic growth and job opportunities	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	Number of beneficiaries supported to attend LED shows	Number	3	Photos, orders, invoices,	Local Economic Development	Manager: LED	6.9%	1%
SDP18/D45	Local Economic Development	4. To create a conducive environment for economic growth and job opportunities	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	Number of engagements conducted with different LED stakeholders	Number	4	Attendance register	Local Economic Development	Manager: LED	6.9%	1%
SDP18/D46	Local Economic Development	4. To create a conducive environment for economic growth and job opportunities	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	Number of business licenses issued.	Number	10	Copies of Business licenses	Local Economic Development	Manager: LED	6.9%	1%
SDP18/D47	Local Economic Development	4. To create a conducive environment for economic growth and job opportunities	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	Number of strategic sessions held	Number	1	Copies of attendance register	Local Economic Development	Manager: LED	6.9%	1%
SDP18/D48	Local Economic Development	4. To create a conducive environment for economic growth and job opportunities	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	Number of signed partnership agreements	Number	LED projects are existing	Copies of partnership agreements signed	Local Economic Development	Manager: LED	3.45%	0.5%

Total Weight:

-

100%

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Source of Evidence	Sub-Directorate	KPI Owner	KPA Weight	Overall Weight
SDP18/D49	Local Economic Development	4. To create a conducive environment for economic growth and job opportunities	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	Number of commercial business assisted	Number	Commercial businesses are existing	Attendance registers	Local Economic Development	Manager: LED	3.45%	0.5%
SDP18/D50	Local Economic Development	4. To create a conducive environment for economic growth and job opportunities	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	Number of Tourism businesses supported	Number	New project	Proof of registration	Local Economic Development	Manager: LED	3.45%	0.5%
SDP18/D84	Local Economic Development	4. To create a conducive environment for economic growth and job opportunities	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	Number of SMME's in the Masikhule Incubator Programme supported through establishment of a training business	Number	NA	Report on trainings, Registration on Masikhule Incubator programme	Corporate Services: Human Resources	Manager: Corporate Services	6.9%	1%
SDP18/D35	Local Economic Development	1. To create a conducive environment for participatory development	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	Number of Jobs created through municipal local economic development initiatives including capital projects	Number	250	Appointment letters	Citizens and Community Services: Community Services	Manager: Citizens and Community Services	3.45%	0.5%
SDP18/D36	Local Economic Development	1. To create a conducive environment for participatory development	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	Number of SMME Supported	Number	4	Appointment letters	Citizens and Community Services: Community Services	Manager: Citizens and Community Services	3.45%	0.5%
Total Local Economic Development - KPIs Weight: 100%											14.5%
Local Economic Development - Top Layer KPIs											
Total Weight:										-	100%

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Source of Evidence	Sub-Directorate	KPI Owner	KPA Weight	Overall Weight
SDP18/TL73	Local Economic Development	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	Percentage benefication of local contractors of capital and operational projects	Percentage	NA	Expenditure Report	Budget and Treasury	CFO	100%	0.5%
Total Local Economic Development - Top Layer KPIs Weight: 100%											
Financial Management Viability - Top Layer KPIs											
SDP18/TL59	Financial Management Viability	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	3. Financial viability (clean audit, corruption)	Number of Sec 72 reports Submitted to PT and NT by 28 Feb 2019	Number	1	Section 72 Report, Council Resolution, Proof of submission to Provincia I and National treasury	Budget and Treasury	CFO	5%	1%
SDP18/TL60	Financial Management Viability	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	3. Financial viability (clean audit, corruption)	Number of adjustment budget submitted to PT and NT by the 28 Feb 2019	Number	1	Council Resolution for Budget approvals, Budget Documents, Proof of submission to Provincia I and National treasury	Budget and Treasury	CFO	5%	1%
SDP18/TL61	Financial Management Viability	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	3. Financial viability (clean audit, corruption)	Number of draft budget submitted to council by the 31 Mar. and final budget by the 30 May 2019	Number	1	Council Resolution for Budget approvals, Budget Documents, proof of submission to Provincia I and National Treasury	Budget and Treasury	CFO	5%	1%
SDP18/TL62	Financial Management Viability	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	3. Financial viability (clean audit, corruption)	number of monthly Sec 71 reports submitted to NT by the 10 of every month	Number	12	Proof of submission to Provincial and National treasury and a signed quality certificate by the Municipal Manager and the Mayor	Budget and Treasury	CFO	5%	1%
Total Weight:										-	100%

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Source of Evidence	Sub-Directorate	KPI Owner	KPA Weight	Overall Weight
SDP18/TL63	Financial Management Viability	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	3. Financial viability (clean audit, corruption)	Number of GRAP compliant asset registers compiled and updated	Number	2	Asset additions schedule, Disposal schedule with Council resolution, Asset verification on report, Asset transfer and the Asset register	Budget and Treasury	CFO	5%	1%
SDP18/TL64	Financial Management Viability	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	3. Financial viability (clean audit, corruption)	Number of lease audit and data cleansig conducted by the 31 Mar. 2019	Number	1	Master list of all debtors with correct names for ownership, street addresses and identity numbers	Budget and Treasury	CFO	5%	1%
SDP18/TL65	Financial Management Viability	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	3. Financial viability (clean audit, corruption)	amount Collected by 30 Jun 2019	Currency	33000000	variance and Sec 71 Reports, SCM reports, Arrear Debt Reports	Budget and Treasury	CFO	5%	1%
SDP18/TL66	Financial Management Viability	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	3. Financial viability (clean audit, corruption)	Number of financial statements prepared and submitted for assurance reviews	Number	3	GRAP Compliant AFS Set, Proof of Submission to AG, Internal and External Audit Reports	Budget and Treasury	CFO	5%	1%
SDP18/TL67	Financial Management Viability	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	3. Financial viability (clean audit, corruption)	Percentage of capital budget spent by 30 Jun 2019	Percentage	100	Expenditure reports	Budget and Treasury	CFO	10%	2%

Total Weight:

-

100%

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Source of Evidence	Sub-Directorate	KPI Owner	KPA Weight	Overall Weight
SDP18/TL68	Financial Management Viability	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	3. Financial viability (clean audit, corruption)	Percentage of operating budget spent by 30 Jun 2019	Percentage	100	Expenditure reports	Budget and Treasury	CFO	5%	1%
SDP18/TL69	Financial Management Viability	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	3. Financial viability (clean audit, corruption)	Number of sites disposed as per vision 2030	Number	NA	Sale Agreements	Budget and Treasury	CFO	10%	2%
SDP18/TL70	Financial Management Viability	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	3. Financial viability (clean audit, corruption)	Outstanding service debtors to revenue	Number	90 days	Section 71 reports	Budget and Treasury	CFO	10%	2%
SDP18/TL71	Financial Management Viability	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	3. Financial viability (clean audit, corruption)	Debt coverage	Currency	1.5-2:1	Section 71 reports	Budget and Treasury	CFO	5%	1%
SDP18/TL72	Financial Management Viability	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	3. Financial viability (clean audit, corruption)	Percentage of capital budget spent by 30 Jun 2019	Percentage	100	Expenditure reports	Budget and Treasury	CFO	20%	4%
Total Financial Management Viability - Top Layer KPIs Weight:											20%

Institutional Development and Transformation - KPIs

Total Weight: - 100%

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Source of Evidence	Sub-Directorate	KPI Owner	KPA Weight	Overall Weight
SDP18/D1	Institutional Development and Transformation	2. To build and strengthen the administrative and institutional capability of the municipality	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Number of SDBIP Performance reports submitted to council	Number	4	Quarterly reports Mid-term report Council Resolution	Office of the Municipal Manager: IDP, IGR & PMS	Municipal Manager	7.69%	1.5%
SDP18/D2	Institutional Development and Transformation	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Number of SDBIP's sent to Council for noting and Mayor by the approval	Number		Council Resolution for adjusted SDBIP 2017/18 and council Resolution for SDBIP 2019/20	Office of the Municipal Manager: IDP, IGR & PMS	Municipal Manager	7.69%	1.5%
SDP18/D72	Institutional Development and Transformation	5. To provide access to improved, sustainable and modernized infrastructure to the community	1. Infrastructure Investment (Roads, water, sanitation, electricity, housing)	Percentage completion of municipal offices phase 1	Number	NA	Progress reports	Infrastructure and Planning: Project Management Unit	Manager: Infrastructure & Planning	7.69%	1.5%
SDP18/D74	Institutional Development and Transformation	2. To build and strengthen the administrative and institutional capability of the municipality	4. Education and skills development (skills development, education)	Number of employees offered bursaries	Number	16	Copy of Bursary agreements	Corporate Services: Human Resources	Manager: Corporate Services	7.69%	1.5%
SDP18/D75	Institutional Development and Transformation	7. To develop and enhance knowledge for future career pathing	4. Education and skills development (skills development, education)	Number of employees and Councillors trained in terms of WSP	Number	209	Report on trainings conducted, Attendance registers	Corporate Services: Human Resources	Manager: Corporate Services	7.69%	1.5%
SDP18/D76	Institutional Development and Transformation	2. To build and strengthen the administrative and institutional capability of the municipality	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Percentage of approved positions filled within 60 days of advertisement	Percentage	100.00%	Report on recruitment process and filled positions Advertisement and appointment letters	Corporate Services: Human Resources	Manager: Corporate Services	7.69%	1.5%

Total Weight:

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100%

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Source of Evidence	Sub-Directorate	KPI Owner	KPA Weight	Overall Weight
SDP18/D77	Institutional Development and Transformation	2. To build and strengthen the administrative and institutional capability of the municipality	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	(NKPI - 5)The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan.	Number	31	Quarterly Employment Equity Report	Corporate Services: Human Resources	Manager: Corporate Services	7.69%	1.5%
SDP18/D78	Institutional Development and Transformation	2. To build and strengthen the administrative and institutional capability of the municipality	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Number of performance agreements prepared and submitted to Senior Management by 31 July	Number	7	Developed performance agreements and proof of submission to MM and HOD's	Corporate Services: Human Resources	Manager: Corporate Services	7.69%	1.5%
SDP18/D79	Institutional Development and Transformation	2. To build and strengthen the administrative and institutional capability of the municipality	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Number of performance assessments coordinated for Manco Members	Number	100%	Evaluation report for all Manco members, Attendance register	Corporate Services: Human Resources	Manager: Corporate Services	7.69%	1.5%
SDP18/D80	Institutional Development and Transformation	2. To build and strengthen the administrative and institutional capability of the municipality	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Number of PMS support provided to MANCO	Number	1	Expenditure voucher, Support report for performance assessments	Corporate Services: Human Resources	Manager: Corporate Services	7.69%	1.5%
SDP18/D81	Institutional Development and Transformation	2. To build and strengthen the administrative and institutional capability of the municipality	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Number of IT infrastructure & systems maintained and upgraded	Number	1	Invoices Close out report	Corporate Services: ICT	Manager: Corporate Services	7.69%	1.5%

Total Weight: - **100%**

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Source of Evidence	Sub-Directorate	KPI Owner	KPA Weight	Overall Weight
SDP18/D82	Institutional Development and Transformation	2. To build and strengthen the administrative and institutional capability of the municipality	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Number of Council Strategic Sessions held	Number	3	Report on Corporate Services departmental, MANCO, EXCO and 2 Council Strategic Session	Corporate Services: Manager: Corporate Services	Manager: Corporate Services	7.69%	1.5%
SDP18/D83	Institutional Development and Transformation	2. To build and strengthen the administrative and institutional capability of the municipality	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Number of Corporate Services annual events held	Number	6	Reports on all events held Pictorial evidence on each event	Corporate Services: Human Resources	Manager: Corporate Services	7.69%	1.5%
Total Institutional Development and Transformation - KPIs Weight: 100%											
Institutional Development and Transformation - Top Layer KPIs											
SDP18/TL3	Institutional Development and Transformation	2. To build and strengthen the administrative and institutional capability of the municipality	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Number of MSCOA training Conducted for Councillors and Staff	Number	5	Attendance Register for workshops and Training, Training Manuals and proof of purchase as well as signed Service Level Agreement (SLA)	Budget and Treasury	CFO	100%	0.5%
Total Institutional Development and Transformation - Top Layer KPIs Weight: 100%											
Good Governance & Public Participation - KPIs											
SDP18/D3	Good Governance & Public Participation	1. To create a conducive environment for participatory development	6. Centralized planning	Number of IDP's submitted to Council	Number		Final IDP Council resolution	Office of the Municipal Manager: IDP, IGR & PMS	Municipal Manager	7.14%	1%
SDP18/D4	Good Governance & Public Participation	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	3- Financial viability (clean audit, corruption)	Number of Municipal Annual Reports and oversight reports submitted to Council	Number		Annual Report, Council Resolution, oversight Report	Office of the Municipal Manager: IDP, IGR & PMS	Municipal Manager	7.14%	1%
Total Institutional Development and Transformation - Top Layer KPIs Weight: 100%										-	100%

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Source of Evidence	Sub-Directorate	KPI Owner	KPA Weight	Overall Weight
SDP18/D5	Good Governance & Public Participation	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	3. Financial viability (clean audit, corruption)	Number of risk assessments conducted	Number	1	Risk Assessment register	Office of the Municipal Manager: Internal Audit	Municipal Manager	7.14%	1%
SDP18/D6	Good Governance & Public Participation	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Number of operational and strategic internal risk based audit plans developed	Number	1	Risk based internal Audit plan approved by the Audit Committee	Office of the Municipal Manager: Internal Audit	Municipal Manager	7.14%	1%
SDP18/D7	Good Governance & Public Participation	1. To create a conducive environment for participatory development	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Number of reports scrutinized and corrected in pursuit of clean audit	Number	2	OACAC Minutes, ASC Turnaround strategy	Office of the Municipal Manager: Internal Audit	Municipal Manager	7.14%	1%
SDP18/D8	Good Governance & Public Participation	1. To create a conducive environment for participatory development	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Number of Local IGR Forum meetings organised	Number	2	Report on areas that have been identified for correction on quarterly reports	Office of the Municipal Manager: IDP, IGR & PMS	Municipal Manager	7.14%	1%
SDP18/D119	Good Governance & Public Participation	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Percentage of municipal documents/adverts uploaded on the website	Percentage	100%	Screen shot of upload Website Register with departmental Submissions	Special Programmes and Communication: Special Programmes & Communication	Manager: Special Programmes & Communications	7.14%	1%

Total Weight: -

100%

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Source of Evidence	Sub-Directorate	KPI Owner	KPA Weight	Overall Weight
SDP18/D120	Good Governance & Public Participation	2. To build and strengthen the administrative and institutional capability of the municipality	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Number of new businesses advertising on the Municipal electronic billboard	Number	20	Bill Board spread sheet Proof of payment	Special Programmes and Communication: Special Programmes & Communication	Manager: Special Programmes & Communications	7.14%	1%
SDP18/D121	Good Governance & Public Participation	2. To build and strengthen the administrative and institutional capability of the municipality	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Number of speeches written for the Mayor	Number	20	Copies of Mayoral speeches	Special Programmes and Communication: Special Programmes & Communication	Manager: Special Programmes & Communications	7.14%	1%
SDP18/D122	Good Governance & Public Participation	4. To create a conducive environment for economic growth and job opportunities	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Number of Maskhandi Artists to record with Music Label	Number	NA	Exhibition Photos Agreement between record label & municipality/	Special Programmes and Communication: Special Programmes & Communication	Manager: Special Programmes & Communications	3.57%	0.5%
SDP18/D123	Good Governance & Public Participation	4. To create a conducive environment for economic growth and job opportunities	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Number of communication strategy adopted by council	Number	1	One amended communication strategy Action Plan Council Resolution.	Special Programmes and Communication: Special Programmes & Communication	Manager: Special Programmes & Communications	3.57%	0.5%
SDP18/D124	Good Governance & Public Participation	4. To create a conducive environment for economic growth and job opportunities	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Percentage of presidential Hotline complaints responded	Percentage	100%	Complaints register and OTP presidential hotline report	Special Programmes and Communication: Public Participation	Manager: Special Programmes & Communications	3.57%	0.5%

Total Weight: -

100%

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Source of Evidence	Sub-Directorate	KPI Owner	KPA Weight	Overall Weight
SDP18/D125	Good Governance & Public Participation	4. To create a conducive environment for economic growth and job opportunities	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Number of council events coordinated	Number	9	Attendance registers Event Programme/	Special Programmes and Communication: Public Participation	Manager: Special Programmes & Communications	3.57%	0.5%
SDP18/D126	Good Governance & Public Participation	4. To create a conducive environment for economic growth and job opportunities	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Number of External Newsletters Issued	Number	NA	Copy of external Newsletter	Special Programmes and Communication: Special Programmes & Communication	Manager: Special Programmes & Communications	3.57%	0.5%
SDP18/D127	Good Governance & Public Participation	4. To create a conducive environment for economic growth and job opportunities	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Number of Internal Newsletters Issued	Number	NA	Copy of Internal bulletin	Special Programmes and Communication: Special Programmes & Communication	Manager: Special Programmes & Communications	3.57%	0.5%
SDP18/D128	Good Governance & Public Participation	4. To create a conducive environment for economic growth and job opportunities	6. Centralized planning	Number of Traditional Leaders Summit coordinated	Number	NA	Programme and Attendance Register	Special Programmes and Communication: Public Participation	Manager: Special Programmes & Communications	3.57%	0.5%
SDP18/D129	Good Governance & Public Participation	4. To create a conducive environment for economic growth and job opportunities	6. Centralized planning	Number of EXCO Outreach Programs coordinated	Number	2	Attendance register and Program	Special Programmes and Communication: Public Participation	Manager: Special Programmes & Communications	3.57%	0.5%
SDP18/D130	Good Governance & Public Participation	2. To build and strengthen the administrative and institutional capability of the municipality	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Number of Ward Committee trainings Conducted	Number	1	attendance register and certificates of attendance	Special Programmes and Communication: Public Participation	Manager: Special Programmes & Communications	3.57%	0.5%

Total Weight:

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100%

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Source of Evidence	Sub-Directorate	KPI Owner	KPA Weight	Overall Weight
SDP18/D85	Good Governance & Public Participation	7. To develop and enhance knowledge for future career pathing	4. Education and skills development (skills development, education)	Number of Career pathing opportunities coordinated	Number	20	Report on In-service Training, Experiential Training,	Corporate Services: Human Resources	Manager: Corporate Services	3.57%	0.5%
Total Good Governance & Public Participation - KPIs Weight: 100%											
Good Governance & Public Participation - Top Layer KPIs											
SDP18/TL21	Good Governance & Public Participation	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	3. Financial viability (clean audit, corruption)	Opinion expressed on financial statements by Internal and External Auditors	Number	1	Report from Auditor General	Budget and Treasury	CFO	50%	0.5%
SDP18/TL22	Good Governance & Public Participation	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	3. Financial viability (clean audit, corruption)	Percentage of creditors paid within 30 days of submission of a valid invoice	Percentage	100	Expenditure report	Budget and Treasury	CFO	50%	0.5%
Total Good Governance & Public Participation - Top Layer KPIs Weight: 100%											
Spatial Development - KPIs											
SDP18/D51	Spatial Development	2. To build and strengthen the administrative and institutional capability of the municipality	6. Centralized planning	GIS Licencing and Launching	Number	1	Copy of operating licence, registers for trainings, Registration for users	Infrastructure and Planning: Development	Manager: Infrastructure & Planning	20%	2%
SDP18/D52	Spatial Development	2. To build and strengthen the administrative and institutional capability of the municipality	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Number purchased Plotter and software for draughting	Number	NA	Purchase order for Plotter and hardware & Software	Infrastructure and Planning: Development	Manager: Infrastructure & Planning	20%	2%
Total Good Governance & Public Participation - Top Layer KPIs Weight: 100%										100%	
Total Weight:										-	100%

Ref	Municipal KPA	Strategic Objective	Pre-determined Objectives	KPI	Unit of Measurement	Baseline	Source of Evidence	Sub-Directorate	KPI Owner	KPA Weight	Overall Weight
SDP18/D53	Spatial Development	2. To build and strengthen the administrative and institutional capability of the municipality	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Number Environmental Impact Assessments conducted in both town for the areas for vision 2030	Number	Vision 2030 strategic Document	Adverts, TOR, Inception Reports, ROD	Infrastructure and Planning: Planning and Development	Manager: Infrastructure & Planning	20%	2%
SDP18/D54	Spatial Development	2. To build and strengthen the administrative and institutional capability of the municipality	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	Procurement of Service Provider for mobilisation of funds for Infrastructure investments	Number	NA	Letter of appointment, TOR and Inception Reports	Infrastructure and Planning: Planning and Development	Manager: Infrastructure & Planning	20%	2%
SDP18/D55	Spatial Development	6. To develop and promote an integrated sustainable environment	6. Centralized planning	Number of Turkey surveys conducted	Number	NA	Survey report Hard and soft copies of turkey surveys, council resolution, Monthly reports	Infrastructure and Planning: Planning and Development	Manager: Infrastructure & Planning	20%	2%
Total Spatial Development - KPIs Weight: 100%										100%	10%
Total Weight: -										-	100%

Core Competencies

Core Competency	Description	Weight
Analysis and Innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives	5%
Change Leadership	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	5%
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders	10%
Financial Management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	10%
Governance Leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	10%
Knowledge and Information Management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	5%
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	10%
People Management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	10%
Planning and Organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	10%
Programme and Project	Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives	5%

Management		
Results and Quality Focus	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage other to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	10%
Strategic Direction and Leadership	Provide and direct a vision for the institution, and inspire and deploy others to delivery on the strategic institutional mandate	10%
Total weight:		100%

Component Weights

Indicators	Lines	Weights	Component Weights
KPAs	95	100%	80%
Basic Service Delivery - KPIs	22	19.50%	
Basic Service Delivery - Top Layer KPIs	1	0.50%	
Local Economic Development - KPIs	17	14.50%	
Local Economic Development - Top Layer KPIs	1	0.50%	
Financial Management Viability - Top Layer KPIs	14	20.00%	
Institutional Development and Transformation - KPIs	13	19.50%	
Institutional Development and Transformation - Top Layer KPIs	1	0.50%	
Good Governance & Public Participation - KPIs	19	14.00%	
Good Governance & Public Participation - Top Layer KPIs	2	1.00%	
Spatial Development - KPIs	5	10.00%	
Activities	0	0%	0%
Total Indicators:	95		80%
Core Competencies:	12	100%	20%
Total:	107		100%

APPENDIX C

FINANCIAL DISCLOSURE FORM - 2018 / 2019

I, the undersigned **G P T Nota** of

P O Box 7; Rode AA; Mount Frere; 5090

(Postal address) and

No 7 Mfithi Street; eMaxesibeni; 4735

(Residential address)

Employed as **Municipal Manager** at Mzimvubu Local Municipality hereby certify that the following information is complete and correct to the best of my knowledge:

1. Shares and other financial interests (Not bank accounts with financial institutions)

See information sheet: Note (1)

No	Number of shares/ extent of financial interest	Nature	Nominal value	Name of Company or entity
1	N/A			
2				

2. Directorships and Partnerships

See information sheet: Note (2)

No	Name of Corporate entity, partnership or firm	Type of business	Amount of Remuneration or Income
1	N/A		
2			

3. Remunerated work outside the Municipality (As sanctioned by Council)

See information sheet: Note (3)

No	Name of Employer	Type of business	Amount of Remuneration or Income
1	I.E.C	M.E.O	R740-00 PM
2			

Signature of the Mayor :



Date:

30/07/2018

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4. Consultancies and retainerships

See information sheet: Note (4)

No	Name of client	Nature	Type of business activity	Value of benefits received
1	N/A			
2				

5. Sponsorships

See information sheet: Note (5)

No	Source of sponsorship	Description of sponsorship	Value of sponsorship
1	N/A		
2			

6. Gifts and hospitality from a source other than a family member


See information sheet: Note (6)

No	Description	Value	Source
1	Glenfidich	R1000	Fikile Ntayiya
2	JACKET	R800	BM EN SINGENING
3			

7. Land and property

See information sheet: Note (7)

No	Description	Extent	Area	Value
1	No 23 Jasmine Close		Pietermaritzburg	R900 000
2	No 7 Mfithi Street		Mt Ayliff	R200 000
3				


SIGNATURE OF EMPLOYEE

DATE: 30/07/2018

PLACE: MT-FREERE

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OATH/AFFIRMATION

1. I certify that before administering the oath/affirmation I asked the deponent the following questions and wrote down her/his answers in his/her presence:

(i) Do you know and understand the contents of the declaration?

Answer yes

(ii) Do you have any objection to taking the prescribed oath or affirmation?


Answer No

(iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?

Answer yes

2. I certify that the deponent has acknowledged that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true". The signature/mark of the deponent is affixed to the declaration in my presence.

CERTIFIED A TRUE COPY OF THE ORIGINAL

FORTUNE, TINASHE, FUNDIRA 

Commissioner of Oath /Justice of the Peace

COMMISSIONER OF OATHS
FORTUNE FUNDIRA
PROFESSIONAL ACCOUNTANT (S.A)
REGISTRATION # 31915
DATE: 30/10/2018

Full first names and surname: FORTUNE, T. FUNDIRA (Block letters)

Designation (rank): PROFESSIONAL ACCOUNTANT(SA) Ex Officio Republic of South Africa

Street address of institution: ERF 813, MAIN STREET
KWABHACA, 5090

Date: _____

Place: KWABHACA

INFORMATION SHEET FOR THE GENERIC FINANCIAL DISCLOSURE FORM

SP1

The following notes is a guide to assist with completing the Financial Disclosure form (Annexure A):

NOTE 1: **Shares and other financial interests**

Designated employees are required to disclose the following details with regard to shares and other financial interests held in any private or public company or any other corporate entity recognised by law:

- The number, nature and nominal value of shares of any type;
- The nature and value of any other financial interests held in any private or public company or any other corporate entity; and
- The name of that entity.

NOTE 2: **Directorships and partnerships**

Designated employees are required to disclose the following details with regard to directorships and partnerships:

- The name and type of business activity of the corporate entity or partnership/s;
and
- The amount of any remuneration received for such directorship or partnership/s.

Directorship includes any occupied position of director or alternative director, or by whatever name the position is designated.

Partnership is a legal relationship arising out of a contract between two or more persons with the object of making and sharing profits.

NOTE 3: **Remunerated work outside the Municipality (As sanctioned by Council)**

Designated employees are required to disclose the following details with regard to remunerated work outside the public service:

- The type of work;
- The name and type of business activity of the employer; and
- The amount of the remuneration received for such work.

Remuneration means the receipt of benefits in cash or kind, and work means rendering a service for which the person receives remuneration.

NOTE 4: Consultancies and retainerships

Designated employees are required to disclose the following details with regard to consultancies and retainerships:

- The nature of the consultancy or retainer ship of any kind;
- The name and type of business activity, of the client concerned; and
- The value of any benefits received for such consultancy or retainerships.

NOTE 5: Sponsorships

Designated employees are required to disclose the following details with regard to sponsorships:

- The source of the sponsorship;
- The description of the sponsorship; and
- The value of the sponsorship.

NOTE 6: Gifts and hospitality from a source other than a family member

Designated employees are required to disclose the following details with regard to gifts and hospitality:

- A description and the value and source of a gift with a value in excess of R350.00;
- A description and the value of gifts from a single source which cumulatively exceed the value of R350.00 in the relevant 12 month period; and
- Hospitality intended as a gift in kind.

Designated employees must disclose any material advantages that they received from any source e.g. any discount prices or rates that are not available to the general public. All personal gifts within the family and hospitality of a traditional or cultural nature need not be disclosed.

NOTE 7: Land and Property

Designated employees are required to disclose the following details with regard to their ownership and other interests in land and property (residential or otherwise both inside and outside the Republic):

- A description of the land or property;

- The extent of the land or property;
- The area in which it is situated; and
- The value of the

GA