PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE RUSTENBURG LOCAL MUNICIPALITY
REPRESENTED BY

Mpho Elias Khunou

in her capacity as the **Executive Mayor** of

Rustenburg Local Municipality

(the "Employer")

and

Nqobile Siyabonga Sithole

in her capacity as the **Municipal Manager** of

Rustenburg Local Municipality

(the "Employee")

(Collectively referred to as the "Parties")

FOR THE PERIOD 01 JULY 2017 – 30 JUNE 2018

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Rustenburg local Municipality represented by **Mpho Elias Khunou** in his capacity as Executive Mayor (hereinafter referred to as the Employer or Supervisor)

and

Nqobile Siyabonga Sithole in her capacity as the Municipal Manager (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") for a period ending **30 March 2022.** 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) and 57(5) of the Systems Act.

1.5 In the agreement the following terms will have the meaning ascribed thereto:

1.5.1 this agreement- means the performance agreement between the Employer and Employee and the Annexures thereto;

1.5.2 the Municipal Manager- means the Municipal Manager of the Municipality appointed in terms Section 54A of the Local Government Municipal Systems Act;

1.5.3 the Employee- means the manager appointed in terms of Section 57 of the Systems Act;

1.5.4 the Employer- means Rustenburg Local Municipality; and

1.5.5 the Parties- means the Employer and Employee.

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2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

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

2.2 specify objectives and targets 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 Budget and Implementation Plan (SDBIP) and the budget of the municipality.

2.3 specify accountabilities as set out in the Performance Plan (Annexure A);

2.4 monitor and measure performance against set targeted outputs;

2.5 use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for employment and/or to assess whether the Employee has met the performance expectations applicable to his job;

2.6 appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and

2.7 give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

3.1 Notwithstanding the date of signature hereto, this Agreement will commence on the 01 July 2017 to 30 June 2018 where after 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 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

3.3 If at any time during the validity of this Agreement the work environment alters

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to the extent that the contents of this Agreement are no longer appropriate, the contents must by mutual agreement between the parties, immediately be revised.

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out-

a. the performance objectives and targets that must be met by the Employee; and

b. 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, Budget and Service Delivery, Budget and Implementation Plan of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

4.4 The Employee's performance will in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the municipality.

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.

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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 Key Performance Areas (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 must be assessed consist of two components, both of which must be contained in the performance agreement. The employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs), respectively. Each area of assessment will be weighted and will contribute a specific part to the total score. KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

5.6 The employee's assessment will be based on his or her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the KPA's, which constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employee.

KEY PERFORMANCE AREAS	WEIGHTING
Basic Service Delivery	45
Municipal Institutional Development and Transformation	9
Local Economic Development	10
Municipal Financial Viability	21
Good Governance and Public Participation	15
Total	100%

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

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CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)						
Core Managerial and Occupational Competencies	**√ (Indicate choice and proficiency level)**					
Core Managerial Competencies:	Choice	Basic	Competent	Advanced	Expert	Weight
Strategic Capability and Leadership						**20**
Programme and Project Management						
Financial Management	Compulsory					**20**
Change Management						
Knowledge Management						
Service Delivery Innovation						
Problem Solving and Analysis						
People Management and Empowerment	Compulsory					**20**
Client Orientation and Customer Focus	Compulsory					**20**
Communication						
Honesty and Integrity						
Core Occupational Competencies:						
Competence in Self Management						
Interpretation of and implementation within the legislative and national policy frameworks						
Knowledge of developmental local government						**20**
Knowledge of Performance Management and Reporting						
Knowledge of global and South African specific political, social and economic contexts						
Competence in policy conceptualisation, analysis and implementation						
Knowledge of more than one functional municipal field / discipline						
Skills in Mediation						
Skills in Governance						
Competence as required by other national line sector departments						
Exceptional and dynamic creativity to improve the functioning of the municipality						
Total percentage	-					**100%**

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6 EVALUATING PERFORMANCE

6.1 The Performance Plan **(Annexure A)** to this Agreement sets out -

a. the standards and procedures for evaluating the Employee's performance; and

b. the intervals for the evaluation of the Employee's performance.

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

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

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

6.5 The annual performance appraisal must involve:

a. Assessment of the achievement of results as outlined in the performance plan:

(i) 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.

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

(iii) The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.

b. Assessment of the CCR's

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

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

(iii) This rating should be multiplied by the weighting given to each CCR during the contracting process to provide a score.

iv) The applicable assessment rating calculator must then be used to add the scores and calculate a final CCR score.

c. Overall rating

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

(ii) The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCR's:

Level	**Terminology**	**Description**	**Rating**				
			1	2	3	4	5
5	Outstanding performance	Performance **far exceeds** the standard expected of an employee 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 achieves 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					

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		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 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.	

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

(i) Executive Mayor;

(ii) Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;

(iii) Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and

(iv) Mayor from another municipality.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each employee in relation to his/her performance agreement must be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

1st quarter: Not later than end of the second week of October.

2nd quarter: Not later than end of the first week of January.

3rd quarter: Not later than end of the second week of April.

4th quarter and annual review: First week of August

7.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback must 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 on agreement between both parties.

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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 on agreement with both parties.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps must form part of the performance agreement. (For the remainder of the 2017/2018 financial year it will not be applicable)

9. OBLIGATION OF THE EMPLOYER

9.1 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;

d. 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

e. Make available to the Employee such resources as the Employee may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement.

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10. CONSULTATION

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

a. 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. 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 clause 10.1 above, as soon as is practicable to enable the Employee to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

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

11.2 A performance bonus of 5% to 14% of the all-inclusive annual remuneration package shall be paid to the Employee in recognition of performance, in determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator.

The performance bonus will be awarded based on the following scheme:

A score of 130 - 149% is awarded a bonus from 5% - 9% and a score of 150% and above is awarded a bonus from 10% - 14%;

No	Final Score	Per cent Performance Bonus
1	130.0%	5.0%
2	131.0% -135.0%	6.0%
3	136.0% -140.0%	7.0%
4	141.0% - 145,0%	8.0%
5	146.0% - 149.0%	9.0%
6	150.0% -154.0%	10.0%
7	155.0% - 159.0%	11.0%
8	160.0% - 164.0%	12.0%
9	165.0% - 169.0%	13.0%
10	170.0% - 175.0%	14.0%

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

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

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

12. DISPUTE RESOLUTION

12.1 Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or salary increment in the agreement, must be mediated by –

(a) 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.

whose decision shall be final and binding on both parties.

12.2 Any disputes about the outcome of the employee's performance evaluation, must be mediated by –

(a) 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 a formal dispute from the employee;

whose decision shall be final and binding on both parties.

13. GENERAL

13.1 The contents of this performance agreement must be made available to the public by the Employer;

13.2 Nothing in this agreement diminishes the obligation, duties or accountabilities of the Employee in terms of his or her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

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14. SIGNATURES

Signed at **RUSTENBURG** on this 31st day of August **2017**

AS WITNESSES:

1. ______________________

2. ______________________

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Nqobile Siyabonga Sithole
Municipal Manager

Signed at RUSTENBURG on this 31st day of August **2017**

AS WITNESSES:

1. ______________________

2. ______________________

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Mpho Elias Khunou

Executive Mayor

MUNICIPAL MANAGER : PERFORMANCE PLAN FOR 2017-2018

NATIONAL KPA 1 : BASIC SERVICE DELIVERY

Stratetic Priority	Objective	Directorate	Project Owner	Project	Project Manager	Sub Project	Sub Project Manager	Portfolio of Evidence	KPI No.	Key Performance Indicator	Weight	Annual Target	Q1 Target - Sept 2017	Q2 Target - Dec 2017	Q3 Target - Mar 2018	Q4 Target - June 2018
1. Develop and sustain a spatial, natural and built environment	1.2 Improved service delivery through provision of high quality, reliable and cost effective infrasructure based on integrated spatial planning	Planning and Human Settlement	Municipal Manager	Land acquisition	Director Planning and Human Settlement	Land Identification	Unit Manager Land Administratio n	Progress Report; Council Resolution	1	Number of portions of state land acquired for human settlement	2	2				2
				Spatial Development Framework Review	Director Planning and Human Settlement	Spatial Planning	Unit Manager Town Planning	Progress Report; Council Resolution	2	Percentage Review of Spatial Development Framework	2	100%				100%
				Bokamoso Housing Development	Director Planning and Human Settlement	Registration of beneficiaries	Unit Manager Housing	Singed Happy Letters	3	Number of houses constructed as part of Integrated Residential Development Programme	3	500				500
1. Develop and sustain a spatial, natural and built environment	1.5 Improved public transport infrastructure	Roads and transport	Municipal Manager	Construction of Roads, Stations and Bus Depots	Director Rustenburg Rapid Transport	12 Stations, 40 km walk & cycle paths (NMT) 4km CBD Bus Lanes,	Unit Manager Design	Completion report	4	Percentage completion of Road and Transport (RRT) projects	3	100%	30%	69%	93%	100%
												R 298 968 980	R91 562 015	R 116 331 077	R 72 240 101	R 72 240 101
	1.2 Improved service delivery through provision of high quality, reliable and cost effective infrasructure based on integrated spatial planning	Technical and Infrastructure Services	Municipal Manager	Upgrading and refurbishment of water networks	Director Technical and Infrastructure Services	Water infrastructure grant (WSIG) projects	Unit Manager Water	Completion Certificate	5	Percentage completion of water infrastructure grant (WSIG) projects	3	100%	0%	10%	50%	100%
												R65m	R6 500 000	R14 800 000	R37 000 000	R65 000 000
						Water AC pipes replacement		Completion Certificate	6	Percentage completion of AC pipes replacement projects	3	100%	0%	10%	50%	100%
												R 55 859 628	0	R 5 585 962	R27 929 814	R55 859 628
						Construction of Boschdal/Tierkloof Reservoir and Bulk Pipeline		Completion Certificate	7	Percentage construction of Reservoir and Bulk Pipeline	3	100%	0%	10%	50%	100%
												R17 132 909	856 645	R1 713 290	R856 454	R17 132 909
						Bospoort WTW, New Bospoort North Reservoir and Bulk pipeline		Completion Certificate	8	Percentage upgrade of Bospoort WTW, New Bospoort North Reservoir and Bulk pipeline	3	100%	0%	25%	50%	100%
												R41 386 918	R6 208 037	R10 346 729	R20 693 459	R41 368 918
				Upgrading and refurbishment of outfall sewer lines	Director Technical and Infrastructure Services	Upgrading of outfall sewer lines to Rustenburg WWTW	Unit Manager Water	Completion Certificate	9	Percentage completion of sewer reticulation projects	3	100%	0%	10%	50%	100%
						Refurbishement of Sewer Treated Water Reticulation System										
						Refurbishement of Sewer Treatment Reticulation						R15 512 816	R1 336 701	R2 600 000	R7 500 000	R15 512 816
						Upgrading of bul k sewer lines to the WWTW Western Area										
						Replacement of Tlhabane Sewer Bulk Line										

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Stratetic Priority	Objective	Directorate	Project Owner	Project	Project Manager	Sub Project	Sub Project Manager	Portfolio of Evidence	KPI No.	Key Performance Indicator	Weight	Annual Target	Q1 Target - Sept 2017	Q2 Target - Dec 2017	Q3 Target - Mar 2018	Q4 Target - June 2018
				Upgrading and refurbishment of electrical network	Director Technical and Infrastructure Services	Upgrading/refurbishment of 33KV Substations	Unit Manager Electrical Services	Completion Certificate	10	Percentage completion of electrical services projects (Ref. DTIS 7)	3	100%	0%	10%	50%	100%
						Cashan Ext 28 Internal Electrical Network Phase 2										
						Motor City										
						Waterkloof										
						Waterkloof Substation- Inter Connection to new Eskom Switching						31 626 801	790670	4480464	15549844	31626801
						Waterkloof Substation Phase 4										
		Roads and transport	Municipal Manager	Construction of roads and stormwater drainage.	PMU Manager	Merriting roads and storm water ward 18	Section Manager	Completion Certificate	11	Percentage completion of roads and storm water projects.	3	100%				100%
						Tsitsing roads and stormwater drainage	Section Manager					393 487 779				393 487 779
						Phatsima Water nd storm water drsinage phase 3	Section Manager Roads									
						Maumong roads and storm water drainage.	Section Manager Roads									
						Rasimone roads and storm water	Section Manager									
			Municipal Manager	Boitekong Cemetery	PMU Manager	Boitekong Cemetery		Completion Certificate	12	Percentage completion of Boitekong Cemetery Construction (Ref. PMU)	2	100%				100%
												15 140 369				15 140 369
			Municipal Manager	Rustenburg Flea Market	PMU Manager	Construction Rustenburg Flea Market	Section Manager Roads	Completion Certificate	13	Percentage completion of Rustenburg Flea Market Construction (Ref. PMU)	2	100%				100%
												15 842 808				15 842 808
											35					

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NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT

Objective	Project Owner	Project	Project Manager	Sub Project	Sub Project Manager	Portfolio of Evidence	KPI No.	Key Performance Indicator	Weight	Annual Target	Q1 Target - Sept 2017	Q2 Target - Dec 2017	Q3 Target - Mar 2018	Q4 Target - June 2018
Build and support broad-based black economic empowerment and sustainable Small, Medium and Micro Enterprises (SMME's) business development	Municipal Manager	Job Creation LED = 250 jobs RRT = 810 jobs DCD = 150 jobs DPS = 80 jobs PMU = 990 jobs	Director Local Economic Development	Various projects	All Unit Managers	List of appointees with ID Numbers	14	Number of jobs created through local economic development initiatives including capital projects	1	2280	500	1000	1500	2280
	Municipal Manager	Enterprise development	Director Local Economic Development	Market development (Agriculture, Manufacturing, Tourism & Retail)	Unit Manager Entreprise Development	Event Reports/ Attendance Registers /	15	Number of SMMEs assisted with market development	1	40	10	20	30	40
			Director Local Economic Development	Business support services	Unit Manager Entreprise Development	Event Reports/ Attendance Registers / Business Confirmations / Lease / Service Level Agreemen	16	Number of SMMEs getting technical and management training	1	200	50	100	150	200
			Director Local Economic Development	Cooperative support services	Unit Manager Entreprise Development	Workshops reports / Training Reports / Certificates / Attendance Registers	17	Number of cooperatives provided with business support services	1	90	20	45	65	90
			Director Local Economic Development	Contractor Development Policy	Unit Manager Entreprise Development	Contractor Development Policy / Council Item / Minutes / Resolution	18	Percetage completion of the contractor development programme.	1	100%				100%
			Director Local Economic Development	- Contractor Development Programme . -Establishing of CIDB office	Unit Manager Entreprise Development									
			Director Local Economic Development	-MOU with Construction SETA - Developing contractors from level 1-3	Unit Manager Entreprise Development									
	Municipal Manager	Inward investment facilitation	Director Local Economic Development	Investment Policy Investment Breakfast	Unit Manager Entreprise Development	Investment Incentives Policy Guidelines / Council Item / Minutes / Resolution	19	Percentage completion of Investment Policy	1	100%			100%	

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Objective	Project Owner	Project	Project Manager	Sub Project	Sub Project Manager	Portfolio of Evidence	KPI No.	Key Performance Indicator	Weight	Annual Target	Q1 Target - Sept 2017	Q2 Target - Dec 2017	Q3 Target - Mar 2018	Q4 Target - June 2018
	Municipal Manager		Director Local Economic Development	Masterplan projects packaged for investment: -African Convention Centre (ACC) & Hotel - Rustenburg Show -- - Grounds Flea Market	Unit Manager Entreprise Development	Expression of Interest Issued/ Proposals Received/ Business Case	20	Number of expression of interests advertised for the master plan projects.	1	7				7
			Director Local Economic Development	-Geelhout Park - Amusement Park - Industrial Park (SEZ) incl. FPM, Aerodrome - Educational Hub	Unit Manager Entreprise Development									
			Director Local Economic Development		Unit Manager Entreprise Development									
		Outdoor Advertising	Director Local Economic Development	sustainable income through outdoor advertising	Unit Manager Entreprise Development	Bid reports / Appointment letters / Service Level Agreement	21	Number of legal outdoor advertising sites generating consistent and sustainable income for the municipality annually	1	1			1	
1. Develop and sustain a spatial, natural and built environment	1.1 Accelerated delivery and maintenance of quality basic and essential services to all communities	OMM	Municipal Manager	Neighbourhood Development	Manager Office of the MM	Business Plan; Completion Certificate	22	Percentage completion of neighbourhood development projects	2	100%				100%
										R10 800 000				R10 800 000
									10					

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NATIONAL KPA 4 : MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Priority	Objective	Project Owner	Project	Project Manager	Sub Project	Sub Project Manager	Portfolio of Evidence	KPI No.	Key Performance Indicator	Weight	Annual Target	Q1 Target - Sept 2017	Q2 Target - Dec 2017	Q3 Target - Mar 2018	Q4 Target - June 2018
3. Ensure sustainable municipal financial viability and management	3.1 Develop and implement integrated financial systems to support municipal programmes and ensure internal financial sustainability	Municipal Manager	Increase number of indigents (both formal and informal residents)	CFO	Indigent registration	Section Manager: Credit control and debt collection	Indigent list. Monthly reports	23	Percentage increase of households earning less than R3 500 per month with access to free basic services	2	20%	5%	10%	15%	20%
											R263 072 809	R13 153 640	R26 307 281	R39 460 921	R52 614 562
		Municipal Manager	Accelerate spending on capital project in line with procurement plan and cash flow	Director RRT, DTIS and PMU manager.	Payment of service providers within 30 days in line with the cash flow projections and procurement plan	Unit Manager : PMU, Financial Management, RRT and	Expenditure Report, Extract of expenditure per capital project as per the approved SDBIP.	24	Percentage of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	2	95%	10%	40%	75%	95%
											R581 218 000	R 58 121 800	R 232 487 200	R 435 913 500	R 552 157 100
		Municipal Manager	Accelerate spending on operational project in line cash flow projections	All the directors	Payment of service providers within 30 days in line with the cash flow projection	RLM Unit Managers	Expenditure Report . An extract of the operational projects as per the approved	25	Percentage expenditure on the approved operational budget	2	95%	25%	50%	75%	95%
											R4 627 538 000	R1 156 884 500	R2 313 769 000	R3 470 653 500	R4 396 161 100
	3.2 Implement revenue management strategy to enhance financial management and compliance controls	Municipal Manager	Enhance revenue collection	ALL	Implement credit control and debt collection processes		Billing Report Debtors Age Anaylsis	26	Percentage increase in revenue collection	2	7%	2%	4%	6%	7%
											R3 600 000 000	R72 000 000	R144 000 000	R216 000 000	R252 000 000
		Municipal Manager	Long term financial sustainable	CFO	Savings towards building financial reserves	Unit Manager Financial Control	Billing Report Bank Statements	27	Percentage of revenue collected set aside for building reserves	2	1,67%				1.67%
											60 000 000	15 000 000	30 000 000	45 000 000	60 000 000
	3.1 Develop and implement integrated financial systems to support municipal programmes and ensure internal financial sustainability	Municipal Manager	1. Provide assurance that sufficient Revenue will be generated to repay Liabilities. 2. Ability to pay back its Short-term Liabilities with its Short term Assets. 3. Ability to meet at least its monthly fixed operating commitments from cash and short-term investment. 4.Decreases in Debtors relative to annual billed revenue.	CFO	Intensify debt collection and cash flow management.	Unit Manager : Financial statements and reports, Billing, Revenue, SCM and Financial control	Monthly/Quartelly Reports	28	Percentage achievement of positive financial ratios (Debt Coverage: 45%; Current Ratio: 1:2; Collection Rate: 82%; Cost Coverage: 1 month)	1	100%	100%	100%	100%	100%

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Strategic Priority	Objective	Project Owner	Project	Project Manager	Sub Project	Sub Project Manager	Portfolio of Evidence	KPI No.	Key Performance Indicator	Weight	Annual Target	Q1 Target - Sept 2017	Q2 Target - Dec 2017	Q3 Target - Mar 2018	Q4 Target - June 2018
		Municipal Manager	Accelerate operating and capital grant funded project	Director RRT, DTIS, CD and Manager in the office of the MM	Spent all grant received from National and Provincial government in line with payment schedule	Unit Manager RRT, Financial Control, PMU and Library Information	Expenditure Report	29	Percentage expenditure on allocated grants	2	95%	15%	40%	70%	95%
											R 1 163 483 000	R174 522 450	R465 393 200	R814 438 100	R1 105 308 850
		Municipal Manager	Obtain unqualified audit report	Unit Manager : Financial Control	Address all the prior year qualifications and exceptions raised during audit.	Unit Manager : Financial statements and reports	Audit Report 2017 Audit Action Plan	30	Obtaining unqualified audit report	2	100%			100%	
	3.1 Develop and implement integrated financial systems to support municipal programmes and ensure internal financial		Compile and annually update the Municipality's Medium Term Income and Expenditure Framework	CFO	Co-ordinate and compile an Operating Budget which is sustainable and affordable to the rate payer/consumer	Mdhluli V.	Budget document, Council Resolution	31	% of 2018/2019 Budget compiled and approved by Council by 30th May 2018	2	100%	10%	25%	75%	100%
	3.2 Implement revenue management strategy to enhance financial management and compliance controls	Municipal Manager	Water Distribution Losses Reduction	Director Technical and Infrastructure Services	Water Distribution Losses Reduction	Unit Manager: Water	Monthly reports on water losses.	32	Percentage reduction in water distribution losses	1	10	2%	4%	7%	10%
Drive optimal municipal institutional development, transformation and capacity building	3.3 Implement sound and sustainable financial management and compliance controls			CFO	Accounting Policy	All Unit Managers	Policies; Council Resolution	33	% completion of revision of all Finance related Policies	2	100%	N/A	60% Draft policy by 31 March 2018	100%	100% Council approved policy by 30 June 2018
		Municipal Manager	5.4. Implementation of Municipal Property Rates Act	CFO	Supplimentary Valuation Roll	Unit Manager : Income	Supplementa-ry Roll	34	Number of Supplementary Rolls released	1	1			1	
										21					

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NATIONAL KPA 1 : BASIC SERVICE DELIVERY

Strategic Priority	Objective	Directorate	Project Owner	Project	Project Manager	Sub Project	Sub Project Manager	Portfolio of Evidence	KPI No.	Key Performance Indicator	Weight	Annual Target	Q1 Target - Sept 2017	Q2 Target - Dec 2017	Q3 Target - Mar 2018	Q4 Target - June 2018
4. Maintain a safe; healthy and socially cohesive environment for all	Explore and implement alternative eco-friendly and conservation interventions to preserve the environment	Community Development	Municipal Manager	Solid Waste Removal (32 Wards)	Director Community Development	Household waste collection	Unit Manager Waste	Quarterly reports certified by BTO; electronic excel format provided by	35	Percentage increase in households provided with a weekly solid waste removal service	2	2% R21 800 000	 R5 450 000	 R10 900 000	 R16 350 000	2% R21 800 000
				Environmental Management (All Wards)	Director Community Development	Environmetal Impact Assessment	Unit Manager Environmental	Quarterly reports	36	Percentage review of the Environmental Management Framework	2	100%				100%
4. Maintain a safe; healthy and socially cohesive environment for all	4.1 Implement quality and improved health and social servcies to communities	Public Safety	Municipal Manager	Municipal Disaster Management and Fire Services	Director Community Development	Fire Fighting Disaster Risk Management	Unit Manager Disaster Management	Incidents and Mitigation Report; Stakeholder Engagement and Minutes' Education and Awareness Campaigns; Emergency Evacuation plans and drills	37	Percentage implementation of an Integrated Disaster Management Plan	2	100%	25%	50%	75%	100%
			Municipal Manager	Municipal Disaster Management and Fire Services	Director Public Safety	Fire Fighting Disaster Risk Management	Unit Manager Disaster Management		38	Percentage completion of Fire Brigade By- Laws review	2	100%				100%
			Municipal Manager	Traffic and Licensing Management	Director Public Safety	Licensing, Testing and traffic control	Unit Manager Licensing and Testing	Progress Reports; Court Rolls	39	Percentage extension of municipal court to Tlhabane Magisterial District	2	100%				100%
											10					

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NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT

Strategic Priority	Objective	Directorate	Project Owner	Project	Project Manager	Sub Project	Sub Project Manager	Portfolio of Evidence	KPI No.	Key Performance Indicator	Weight	Annual Target	Q1 Target - Sept 2017	Q2 Target - Dec 2017	Q3 Target - Mar 2018	Q4 Target - June 2018
Transform and Maintain a vibrant and sustainable rural development	Build and support broad-based black economic empowerment and sustainable Small, Medium and Micro Enterprises (SMME's) business development	LED	Director: LED	High value added agricultural Zones	T Mothuloe	Boitekong Agricultural Project	D Sekgetho	Completion Certificate	40	Number of pig production units completed	1	2			2	
			Director: LED	Urban Agriculture					41	Number of urban–agriculture projects completed		7			4	7
					T Mothuloe	Phatsima Agricultural Cooperative	D. Sekgetho	Project Progress report and pictures	41a						1	
					K Matshidiso	Marikana Agricultural Hub	D Sekgetho		41b						1	
						Agri-Park - Farmer Production Support Unit	Dikeledi		41c						1	
						Development of Market/Community square with Urban Agriculture Activities	D Sekgetho		41d						1	
						Lethabong. urban–agriculture project	D Sekgetho		41e							1
						Boitekong urban–agriculture project	D Sekgetho		41f							1
						Tlhabane urban–agriculture project	D Sekgetho		41g		1					1
										TOTAL	2					

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Strategic Priority	Objective	Directorate	Project Owner	Project	Project Manager	Sub Project	Sub Project Manager	Portfolio of Evidence	KPI No.	Key Performance Indicator	Weight	Annual Target	Q1 Target - Sept 2017	Q2 Target - Dec 2017	Q3 Target - Mar 2018	Q4 Target - June 2018
6. Uphold good governance and public participation principles	6.1 Drive good governance and legislative compliance in all municipal processes	Strategy and Planning	Municipal Manager	Development of IDP document	Manager Strategy & Planning	Consolidation of directorate inputs	Manager IDP	Time Schedule; Notice of meetings, Attendance Registers	42	Percentage completion of the review/amendment of a 5-year Integrated Development Plan(IDP)	2	100%				100%
				Integrated intergovernmental relations and stakeholder consultation and partnerships	Manager Strategy & Planning	IGR Foras; Multistakeholder Foras; MoU; Representative Foras	Manager IDP	Memorandum of Understanding; Attendance Registers	43	Number of partnerships and collaborations established	2	8	2	4	6	8
				Development of Top Layer SDBIP	Manager Strategy & Planning	Consolidation of directorate inputs	Manager PMS	Top Layer SDBIP; Proof of submission to the EM	44	Percentage completion of the Top layer Service Delivery and Budget Implementation Plan (SDBIP) 2018/2019	2	100%				100%
		Strategy and Planning	Municipal Manager	Review of PMS Framework	Manager Strategy & Planning	Consolidation of directorate inputs	Manager PMS	PMS Framework; Council Resolution	45	Percentage completion of reviewed Performance Management Systems Framework	1	100%				100%
				Performance Management System Implementation	Manager Strategy & Planning	Consolidation of directorate inputs	Manager PMS	Performance Agreements; Minutes of Assessments; Attendance Registers	46	Percentage implementation of Performance Management	2	100%	100%	100%	100%	100%
		Chief Financial Officer	Municipal Manager	Tabling of municipal budget	CFO	Consolidation of directorate inputs	Unit Manager Budget Control	Budget Document	47	Percentage Tabling of budget 2018/2019 for approval	1	100%				100%
		Municipal Manager	Municipal Manager	Risk Management	Chief Risk Officer	Risk Assessment	Chief Risk Officer	Risk Register; Risk Mitigation Plan;Risk Assessment Attendance Registers	48	Percentage implementation of Risk Management processes	3	100%	100%	100%	100%	100%
		Strategy and Planning	Municipal Manager	Response to external audit queries	All Directors	Consolidation of directorate inputs	All Unit Managers	Proof of submission to external Audit	49	Percentage of External audit queries responded to within the set timeframe of 2 working days	1	100%				100%
				Response to internal audit queries	All Directorates	Consolidation of directorate inputs	All Unit Managers	Proof of submission to internal Audit	50	Percentage of Internal Audit queries responded to within the set timeframe 5 working days	1	100%	100%	100%	100%	100%
										TOTAL	15					

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NATIONAL KPA2 : MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Strategic Priority	Objective	Project Owner	Project	Project Manager	Sub Project	Sub Project Manager	Portfolio of Evidence	KPI No.	Key Performance Indicator	Weight	Annual Target	Q1 Target - Sept 2017	Q2 Target - Dec 2017	Q3 Target - Mar 2018	Q4 Target - June 2018
7. Drive optimal municipal institutional development, transformation and capacity building	7.10 Development of an institutional integrated human resources capability that enhances institutional competence	Municipal Manager	Employ Equity Plan Implementation	Director Corporate Support Services	Develop Council-wide EE Plan	Human Resource Manager	RLM Equity Plan	51	Percentage 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 (Disabled 2% and Female 50%)	1	1%				1%
											20%	5%	10%	15%	20%
			Workplace Skills Plan	Director Corporate Support Services	Facilitate training and Development of Employees	Human Resource Manager	Expenditure Report from BTO	52	Percentage of the municipality's budget actually spent on implementing the workplace skills plan	1	95%	20%	50%	75%	95%
											R2 769 000	R553 800	R1 384 500	R2 076 750	R2 630 550
						Human Resource Manager	Wokplace Skills Plan	53	Percentage completion of the Workplace Skills Plan	1	100%		100%		
			Building career and vocational guidance	Director Corporate Support Services	Provide resources to support career and vocational guidance		List of employees on vocational guidance programme	54	Number of career and vocational guidance programmes implemented	1	4	1	2	3	4
			Organisational Restructuring	Director Corporate Support Services	Determination of organisation design; Job Descriptions; Job Evaluation	Human Resource Manager	Organisational Structure	55	Percentage completion of organisational restructuring	2	100%		50%	75%	100%
			Implement the Succession Planning and Talent Management framework	Director Corporate Support Services	Establish Talent Management Committees		Project Plan	56	Percentage achievement of talent management and succession planning project plan	1	100%				100%
			Occupational Health Medical Surveillance	Director Corporate Support Services	Faciliate health and safety programmes.	Human Resource Manager	Programme; Attendance Registers	57	Number of Health and Safety Programmes implemented	1	4	1	2	3	4
			Implementation of a Municipal-wide Wellness Programme	Director Corporate Support Services	Provide Comprehensive health and safety programmes.		Programme; Attendance Registers	58	Number of wellness programmes implemented	1	4	1	2	3	4
			Compilation and Review of HR Policies	Director Corporate Support Services	Compilation and review of Policies	Human Resource Manager	Reviewed Policies	59	Percentage completion of thedevelopment and review of HR Policies	TOTAL	100%	25%	75%	100% Developed/ reviewed Policies	Approved Policies
										9					

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