



PERFORMANCE AGREEMENT

ENTERED BETWEEN:

KING SABATA DALINDYEBO LOCAL MUNICIPALITY

AS REPRESENTED BY MUNICIPAL MANAGER

NGAMELA PAKADE

AND

MUNICK SIMLINDILE NODO

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE PERIOD

1 JULY 2022 - 30 JUNE 2023

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PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

King Sabata Dalindyebo Local Municipality herein represented by **MR NGAMELA PAKADE** in his capacity as Municipal Manager (hereinafter referred to as the **Employer**)

AND

MR MUNICK SIMLINDILE NODO, Director Corporate Services of the Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The employer has entered into a contract of employment with the Employee in terms of section 57(1) (a) of the Local Government: Municipal System Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57(1) (b) of the Systems Act, read with 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 Section 57(1) (a), 57(1) (b) and 57(5) of the Local Government Municipal System Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to-

- 2.1 comply with the provision of Section 57(1) (b), (4) (a) and 5 of the Act as well as the employment contract entered into between parties;
- 2.2 specify objectives and targets defined and agreed with employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation and the Budget of the municipality.
- 2.3 specify accountabilities as set out in a performance plan (annexure A) attached;
- 2.4 monitor and measure performance against set targeted output;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;

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2.6 In the event of outstanding performance, to appropriately reward the employee; and

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

3. COMMENCEMENT AND DURATION

3.1 This agreement will commence on **1 July 2022** and will remain in force until **30 June 2023** hereafter a new Performance Agreement and Performance Plan shall be concluded between the parties for the next financial year or portion thereof.

3.2 The parties will review the provisions of the Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

3.4 If at any time during the validity of this Agreement the work environment alters to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised by mutual agreement.

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan (annexure A) set out-

4.1.1 The performance objectives and targets that must be met by the Employee; and

4.1.2 The time frames within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

4.2.1 The key objectives describe the main tasks that need to be done.

4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that key targeted activities have been achieved.

4.2.3 The target dates describe the timeframe in which the work must be achieved.

4.2.4 The weightings show the relative importance of the key objectives to each other.

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

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5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer introduces for the employees, management and municipal staff of the Employer.

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

5.3 The Employer will consult the Employee about specific performance standards that will be included in the performance management system as applicable to the Employee.

5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.

5.5 The criteria upon which the performance of Employee shall be assessed shall consist of two components.

5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.

5.5.2 Each area of assessment will be weighted and will contribute to a specific part to the total score.

5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

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

5.7 Key performance areas related to the functional areas of Employee must be subject to negotiation between the Employer and Employee.

5.8 Key performance areas with institutional and departmental weighting:

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KEY PERFORMANCE AREA	INSTITUTIONAL	DEPARTMENTAL
Basic Service Delivery	50	10
Local Economic Development	10	10
Financial Viability and Management	12	10
Good Governance and Public Participation	10	20
Municipal Transformation and Institutional Development	10	40
Spatial Planning & Social Transformation	8	5
Fleet Management		5
TOTAL	100	100

The King Sabatha Dalindyebo Municipality weighting for 2022/23 financial year is based on outcomes of the strategic planning. The strategic focus of the municipality has been to improve the socio and economic conditions of the communities through infrastructure development. The municipal economic drivers are tourism and agriculture and retail. This means that the primary key performance and focus area for the municipality is Local Economic Development.

This is followed by Basic Service Delivery and Infrastructure Development as a secondary performance and focus area which serves as an enabler for economic development. Services and infrastructure play a key role in harnessing investors and enabling infrastructure based economic activities.

Another secondary performance and focus area is around people and systems as it deals with Municipal Transformation and Institutional Development. This is also critical as a driver to ensure that the municipality provides the requisite human capacity and appropriate systems to enable efficiencies. This focus area plays a dual role, that of an enabler and support.

Financial Viability may be tertiary as a performance and focus area for 2022/23 however it remains an integral part of municipal functioning as it deals with budgetary and treasury aspects that enable the implementation and accountability of activities conducted. The municipal focus is on building revenue base so as to give effect to its viability financially. Equally the municipality seeks to be prudent on expenditure and management of finances.

Good Governance and Public Participation is also a tertiary focus for 2022/23. This does not suggest any less importance. Where human capacity is developed and improved, where

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institutional systems are improved and developed, it is easier to drive proper governance including engagement and participation of the public.

5.9 The CMCs will make up the other 20% of the Employee's assessment score. CMCs that are deemed to be most critical for the Employee's specific job must be selected from the list below as agreed to between the Employer and Employee.

CORE COMPETENCY REQUIREMENTS (CCR)		
CORE MANAGERIAL COMPETENCIES (CMC)		WEIGHT
Strategic Direction and Leadership		15
People Management		5
Programme Management		10
Financial Management		15
Change Leadership		5
Governance Leadership		10
CORE OCCUPATIONAL COMPETENCIES (COC)		
Moral Competence		5
Planning and organising		5
Analysis and Innovation		10
Knowledge Information Management		5
Communication		5
Results and Quality		10
Total		100

6. EVALUATING PERFORMANCE

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

6.1.1 The standard and procedures for evaluating the Employee's performance; and

6.1.2 The intervals for evaluation of the Employee's performance.

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- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to implementation must take place within the 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 Municipal Integrated Development Plan.
- 6.5 The annual performance appraisal will involve:

6.5.1 Assessment of the achievement of results as outlined in the performance plan.

- a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- b) An indicative rating on the five-point scale should be provided for each KPA.
- c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.
- d) Points are allocated on the basis of the submission of a portfolio of evidence.

6.5.2 Assessment of the CCRs

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

6.5.3 Overall rating

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

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

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Level	Terminology	Description
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	Performance 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.

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6.7 For purposes of evaluating the performance of the **Employee**, an evaluation panel constituted by the following persons will be established:

6.7.1 Municipal Manager

6.7.2 Chairperson of the performance audit committee or audit committee in the absence of a performance audit committee;

6.7.3 Another member of council preferable the Portfolio Head of the department concerned;

6.7.4 Municipal manager from another municipality; and

6.8 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panel.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to this Agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

<u>INTERVAL</u>	<u>PERIOD</u>	<u>EVALUATION DEADLINE</u>
First quarter	(July – September)	14 November 2022
Second quarter	(October – December)	13 March 2023
Third quarter	(January – March)	15 May 2023
Fourth quarter	(April – June)	29 September 2023

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

7.3 Performance feedback shall be based on the **Employer's** assessment of the Employee's performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

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

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing development gaps forms part of Annexure A

9 OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall:-

9.1.1 Create an enabling environment to facilitate effective performance by the Employee;

9.1.2 Provide access to skills development and capacity building opportunities;

9.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;

9.1.4 On the request of the **Employee** delegate such powers reasonably required by the Employee to enable him/ her to meet the performance objectives and targets established in terms of the Agreement; and

9.1.5 Make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to ensure the employee meets the performance objectives and targets agreed to in terms of this agreement.

10. CONSULTATION

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

10.1.1 A direct effect on the performance of any of the Employee's functions;

10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

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10.1.3 A substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

11 MANAGEMENT OF EVALUATION OUTCOMES

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

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

11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%;

11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%;

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

11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his/ her performance; and

11.3.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the Employment Agreement of the employee on grounds of unfitness or incapacity to carry out his/ her duties.

12 DISPUTE RESOLUTION

12.1 Any dispute about the nature of this performance agreement, whether it relates to key responsibilities, priorities, method of assessment and/or any other matter provided for, shall be mediated by a member of the municipal council, provided that such member was not part of evaluation panel provided for in sub-regulation 27(4) (e) of the Municipal

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performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee. The decision of the mediator shall be final and binding on both parties.


13. General

13.1 The content of this agreement must be made available to the public by the Employer, Accordance with the Local Government Municipal Finance Management Act, 2003 and Section 46 of the Local Government Municipal Systems Act 32, 2000.

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

Thus done and signed at Mthatha on this 19th day of July 2022

AS WITNESSES:

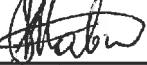
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2. N. MALLA




EMPLOYEE

AS WITNESS:

1. 

2. 



N. PAKADE
MUNICIPAL MANAGER
on behalf of the
EMPLOYER



PERFORMANCE PLAN

Entered into
by and between

MR N PAKADE
in his capacity as

Municipal Manager

of King Sabata Dalindyebo Local Municipality

(hereinafter referred to as the Representative of the Municipality, the Employer)

and

MR M.S Nodo

in his capacity as

Director Corporate Services

of

King Sabata Dalindyebo Local Municipality

(hereinafter referred to as the Employee)

FINANCIAL YEAR: 01 JULY 2022 - 30 JUNE 2023

1. Introduction

A Performance Plan is a strategic management tool that enables the performance of the employee to be assessed in an objective and fair manner. It defines the Council's expectations of the Corporate Services Director's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

This Performance Plan is composed of three distinct plans:

a. Output Plan

The output plan is a plan of what outputs the employee is expected to deliver on. The outputs are defined in terms of the tangible deliverables (product or service). The quality requirements include the standard of the product or service and the time frame within which it must be delivered. Finally, the indicator must reflect what evidence must be produced to demonstrate the delivery.

b. Competency Plan

The competency plan is a plan of what competencies (skills, knowledge, and attitude) the employee must acquire to be able to perform and deliver on the set objectives effectively. It entails the determination of the gap between the required level of competence and the employee's actual level of competence.

c. Development Plan

The development plan is a plan of what development interventions will be undertaken to bridge the gap between the required level of competence and the employee's actual level of competence and thus bring the employee to the desired competency level.

2. Output Plan

2.1 Introduction

The output plan is a plan of what outputs the employee is expected to deliver on. It consists of the key performance areas (KPA's), weighting, outputs, performance indicator, baseline information and a target. A key performance area is a defined or demarcated area of performance. The outputs are defined in terms of the tangible deliverables (product or service). The quality requirements include the

standard of the product or service and the time frame within which it must be delivered. The quality requirements are the standards which measure the quality of the service or product.

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The baseline information is the current information which is used as a starting point from which performance will be measured. Finally, the indicator must reflect what evidence must be produced to demonstrate the delivery.

2.2 Key Performance Areas

The following are Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2006) and the Municipality's IDP:

CORPORATE SERVICES

		KEY PERFORMANCE AREA				INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION						
IDP OBJECTIVE : To ensure Institutional Transformation and Organisational Development by June 2023												
IDP STRATEGY	KPI NO.	KPI	PROJECT NAME	BASELINE 2021-2022	ANNUAL TARGET 22/23	Q1	Q2	Q3	Q4	BUDGET	MEASUREMENT SOURCE / POE	CUSTODIAN
Reviewing a coherent IDP aligned organisational structure	3.3.4.1	Reviewed Organizational Structure.	Reviewal of Organizational Structure.	Approved Organizational Structure 2022	Reviewed Organizational Structure by June 2023	Development of process plan for Organisational Structure reviewal and consultation of departments	Development of the Draft reviewed Organisational Structure and present to Mancom and LLF	Presentation of Draft Reviewed Organisational Structure to Corporate Standing Committee and Mayoral Committee	Approval of the reviewed organizational structure Submission of the reviewed Organisational Structure to Council and facilitate Council workshop on the structure	N/A	Reviewed organizational structure, Process plan Attendance registers, Reports Invitations	Director Corporate Services
	3.3.4.2	No. of Job Descriptions Framework (JDFs) written and approved	Job description writing	220 draft JDF's in place	530 Job Descriptions Framework (JDFs) written and approved by June 2023	220 Job description approved	155 JDF writing	155 JDF writing	310 Job description approved		Job Descriptions Implementation plan, Attendance Register, JD Quality Assurance Report	Director Corporate Services
	3.3.4.3	No. of employees placed in 2020 approved organizational structure	Staff Placement	976 employees placed	269 Employees placed by June 2023	Identification of vacant posts and task levels (qualifications, salary) Facilitate Job Evaluation process for 30 posts affected by placement	Consultation of departments on the affected employees	Consultation of the affected employees and LLF	Report on the conclusion processes of placement Report on the conclusion processes of placement	N/A	Staff Placement letters Implementation Plan Placement Report	Director Corporate Services



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		KEY PERFORMANCE AREA				INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION						
IDP OBJECTIVE : To ensure Institutional Transformation and Organisational Development by June 2023												
IDP STRATEGY	KPI NO.	KPI	PROJECT NAME	BASELINE 2021-2022	ANNUAL TARGET 22/23	Q1	Q2	Q3	Q4	BUDGET	MEASUREMENT SOURCE / POE	CUSTODIAN
Build and maintain the capacity of the municipality to execute the local government development agenda	3.3.4.4	Developed Recruitment Plan for 2023/2024	Recruitment Plan Development	Recruitment Plan 2021/22	Approval of Recruitment Plan 2023/2024 by June 2023	N/A	N/A	N/A	Approval of Recruitment Plan by 2023/24		Approved Recruitment Plan 2023/24 Approved list of critical posts .	Director Corporate Services
	3.3.4.5	No. of budgeted vacant positions filled	Implementation of the Recruitment Plan	123 posts filled	Filling of 60 budgeted posts by June 2023	15 posts filled within 3 months	15 posts filled within 3 months	15 posts filled within 3 months	15 posts filled within 3 months		Advert, Master list, Memorandums, Shortlisting Report, Selection Report and Appointment letter/ Contract of employment, Input register, Transfer letters	Director Corporate Services
Co-ordination of employee performance for smooth running of operations and uninterrupted service delivery	3.3.4.6	No of Departmental Management staff with signed performance agreements	Conclusion of performance Agreements	36 Employees Signed Performance Agreements	14 GM's and 24 Managers on PMS (Performance Agreements facilitated) by June 2023	14 GM's and 24 Managers Performance Agreements facilitated by June 2023	N/A	N/A	N/A		Memos Circular Attendance register	All Director
					3 GM's and 8 Managers on PMS (Performance Agreements concluded) by June 2023	3 GM's and 8 Managers Performance Agreements concluded by June 2023	N/A	N/A	N/A	N/A	Performance Agreements. Departmental minutes Operational plan	Director Corporate Services
	3.3.4.7	No of employees below Managers on PMS facilitated (T15-T8)	PMS Cascading	54 Employees Signed performance agreement	174 Employees on PMS facilitated (Performance Agreements concluded) by June 2023	Facilitate 176 Employees to conclude Performance Agreements by June 2023	N/A	N/A	N/A	N/A	Memos Circular Attendance register Reports Signed Performance Agreements	All Director

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		KEY PERFORMANCE AREA				INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION						
IDP OBJECTIVE : To ensure Institutional Transformation and Organisational Development by June 2023												
IDP STRATEGY	KPI NO.	KPI	PROJECT NAME	BASELINE 2021-2022	ANNUAL TARGET 22/23	Q1	Q2	Q3	Q4	BUDGET	MEASUREMENT SOURCE / POE	CUSTODIAN
					18 Employees on PMS (Performance Agreements concluded) by June 2023	18 Employees Performance Agreements concluded by June 2023	N/A	N/A	N/A	N/A	Signed Performance/ Accountable Agreements Sectional minutes Operational plan	Director Corporate Services
	3.3.4.8	No of Reviews of employees on performance management	Performance Management assessment and reviews of employees	36 employees' performance assessment and reviews conducted.	Performance assessment and reviews of employees on performance agreements conducted by June 2023	N/A	1 st quarter reviews of employees on performance agreements conducted	2 nd quarter assessments/ reviews of employees on performance agreements conducted	3 rd quarter reviews of employees on performance agreements conducted	N/A	Circulars Memos Performance assessment schedule Performance Assessment review's report	All Director
	3.3.4.9	Reviewed WSP	Reviewal of WSP 2022/23	Workplace Skill Plan (WSP) 2021/22	Workplace Skill Plan (WSP) 2022/23 submitted to LGSETA by June 2023	N/A	N/A	Identification of training needs for 2022/23	Development of 2022/23 WSP and Submission to LGSETA	N/A	Departmental training needs, WSP 2022/23 Implementation Plan Circular Memo Skills Audit report	Director Corporate Services
	3.3.4.10	No. of Councillors and employee's capacitation programme facilitated as per WSP 2022/23	Implementati on of 2022/23 WSP	873 Councillors and employees trained.	711 employees' capacitation programmes facilitated by June 2023	177 employees on capacity programmes facilitated	177 employees on capacity programmes facilitated	177 Councillors and employees on capacity programmes facilitated	180 employees on capacity programmes facilitated		Attendance registers, LGSETA quarterly reports, Training expenditure reports, Close up report.	Director Corporate Services
					78Councillors capacitation programmes facilitated by June 2023	19 Councillors on capacity programmes facilitated	19 Councillors on capacity programmes facilitated	19 Councillors on capacity programmes facilitated	20 Councillors on capacity programmes facilitated			

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		KEY PERFORMANCE AREA				INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION						
IDP OBJECTIVE : To ensure Institutional Transformation and Organisational Development by June 2023												
IDP STRATEGY	KPI NO.	KPI	PROJECT NAME	BASELINE 2021-2022	ANNUAL TARGET 22/23	Q1	Q2	Q3	Q4	BUDGET	MEASUREMENT SOURCE / POE	CUSTODIAN
Promote a diverse workforce representative of demographics at all occupational categories Rendering quality and excellent service to all communities.	3.3.4.11	No. of Employment Equity Forums meetings	Sittings of employment equity forum	3 EE meetings	4 Employment Equity Forum meetings held by June 2023	1 meeting held	1 meeting held	1 meeting held	1 meeting held	N/A	Notice Attendance Register EE reports, Agenda, Minutes	Director Corporate Services
	3.3.4.12	Installed Customer Relationship Management (CRM)	Improvement Customer Care Governance	Customer Care Policy	CRM installed by June 2023	Installation of IVR system.	Monitoring and evaluation of call center system	Monitoring and evaluation of call center system	Monitoring and evaluation of call center system		Advert Appointment letter Submission register Project close up report.	Director Corporate Services
	3.3.4.13	No of customer care forum meetings	Improved customer care governance	Customer Care Policy	Established Customer Service Forum and 3 Customer service forum meetings conducted by June 2023	Appointment of customer service forum members	1 Customer service forum meeting	1 Customer service forum meeting	1 Customer service forum meeting		Memo Appointment letter Attendance register Terms of reference Notices	Director Corporate Services
	3.3.4.14	No. of complaints referred per shift	Facilitation of resolving customer complaints	Manual Customer Complaint Register	All Received complaints allocated to relevant departments by end of each shift by June 2023	Monitoring of customer complaint register and departmental responses to reported complaints	Monitoring of customer complaint register and departmental responses to reported complaints	Monitoring of customer complaint register and departmental responses to reported complaints	Monitoring of customer complaint register and departmental responses to reported complaints	N/A	Job cards and monthly reports Customer care Complaint Register	Director Corporate Services
Archiving and storing of institutional records	3.3.4.15	Developed plan on centralized archiving and storage facility	Establishment of archives and storage facility	Approved Procedure Manual by Department of Sports, Recreation, Arts and Culture on filing and archiving	Reviewed plan on centralizing of institutional record and archives facility by June 2023	Presentation of the draft plan to Corporate Services Management and MANCOM	Presentation of the draft plan to Corporate Standing Committee and Mayoral Committee	Presentation of the draft plan to Council	Rollout workshops for departments and Council	N/A	Implementation Plan, Attendance registers, Notices, Reports, Council resolution	Director Corporate Services
	3.3.4.16	No of Records Management	Records management committee meetings	4 Meetings	4 Records Management Committee	1 meeting held	1 meeting held	1 meeting held	1 meeting held		Attendance registers, Minutes, invitations	Director Corporate Services

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KEY PERFORMANCE AREA		IDP OBJECTIVE : To ensure Institutional Transformation and Organisational Development by June 2023				INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION						
IDP STRATEGY	KPI NO.	KPI	PROJECT NAME	BASELINE 2021-2022	ANNUAL TARGET 22/23	Q1	Q2	Q3	Q4	BUDGET	MEASUREMENT SOURCE / POE	CUSTODIAN
		Committee sittings			meetings held by June 2023							
Facilitate the development and usage of file plan by all departments	3.3.4.17	Implemented file plan	Implementation of file plan	2 departments utilizing approved file plan	4 workshops facilitated on usage of file plan by June 2023	1 workshop facilitated	1 workshop facilitated	1 Workshop facilitated	1 Workshop facilitated		Memo Attendance Registers, Agenda	Director Corporate Services
					File plan implementation by June 2023	Implementation and monitoring of file plan	Implementation and monitoring of file plan	Implementation and monitoring of file plan	Implementation and monitoring of file plan		Implementation and monitoring report	
Municipal Halls and MPCC's management	3.3.4.18	Developed hall and MPCC procedure manual	Development of procedure manual	New	Hall and MPCC management procedure manual Developed by June 2023	Consultations with management structures on halls and MPCC's	Development of draft Community Hall and MPCC utilisation procedure manual and maintenance plan	Presentation of Community Hall and MPCC utilisation procedure manual and maintenance plan to MANCOM, STANDING COMMITTEE AND MAYCO	Presentation of Community Hall and MPCC utilisation procedure manual and maintenance plan to COUNCIL		Policy Procedure Minutes Resolution Attendance registers Verification Register, Report	Director Corporate Services
Improve ICT Governance & Security	3.3.4.19	No. of ICT steering committee meetings	Improvement of ICT Governance	Approved ICT Policies	4 ICT steering Committee Meetings held by June 2023	1 ICT steering committee meeting held	1 ICT steering committee meeting held	1 ICT steering committee meeting held	1 ICT steering committee meeting held	N/A	Notice of Meetings, Agenda, Registers, schedule of meetings	Director Corporate Services
	3.3.4.20	No. of sites installed with Surveillance Cameras	Surveillance Cameras Installation	3 sites installed with cameras Service provider appointed for 3 years	4 sites installed with surveillance cameras by June 2023	2 sites installed with surveillance cameras	2 sites installed with surveillance cameras	N/A	N/A		Service level agreements, Commissioning letter, close up report, Tender opening report, Evaluation report, Appointment letter.	Director: Corporate Services

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		KEY PERFORMANCE AREA				INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION						
		IDP OBJECTIVE : To ensure Institutional Transformation and Organisational Development by June 2023										
IDP STRATEGY	KPI NO.	KPI	PROJECT NAME	BASELINE 2021-2022	ANNUAL TARGET 22/23	Q1	Q2	Q3	Q4	BUDGET	MEASUREMENT SOURCE / POE	CUSTODIAN
Improved Information Management Systems	3.3.4.21	Developed EDMS policy	EDMS Policy	Approved file plan	Development of EDMS policy by June 2023	Develop draft EDMS policy	Draft EDMS presented to MANCOM & Standing Committee	Draft EDMS policy presented to Mayoral committee	Workshop of draft EDMS policy and submission to council	N/A	Standing committee , mayoral committee and Council agenda, EDMS Policy .	Director Corporate Services
	3.3.4.22	Developed cloud-based intranet	cloud based intranet	On premise intranet	Development of cloud-based Intranet for KSD Municipality by June 2023	Development of Intranet (programming interface)	Development of Intranet (programming backend)	Upload necessary documents Corporate Services first phase (policies)	Upload necessary documents MM's Office first phase (policies)		Screen shots, project reports and close-out reports	Director Corporate Services
Ensure a safe, healthy and conducive work environment with a high quality of work-life.	3.3.4.23	No. of Employee Health and Wellness Management Strategy Pillars implemented	Implementati on of Employee Health and Wellness Strategy	4 Employee Health & Wellness Management Pillars conducted	4 wellness Pillars Implemented by June 2023 (Financial Wellness, HIV & AIDS management, Wellness management and Health and productive management)	2 Pillars implemented (Health & productive management and Wellness management)	2 Pillars implemented (HIV & AIDS and Wellness management)	2 Pillars implemented (Financial Wellness and Wellness management)	2 Pillars implemented (HIV & AIDS management and Wellness management)		Invites, Attendance Registers, notices, Photos, Implementation Plan	Director Corporate Services
Ensure Municipal sites are complying with OHS Act and its regulations	3.3.4.24	No. of municipal sites inspected biannually in terms of OHS Regulations	Compliance on Occupational Health and Safety Act	25 municipal sites inspected	25 municipal sites inspected in terms of OHS regulations by June 2023	25 municipal sites Inspection	Follow up on implementation of the recommendation s from the inspection report	25 municipal sites Inspection	Follow up on implementation of the recommendation s from the inspection report		Notice, Attendance registers Inspection Reports Schedule	Director Corporate Services
	3.2.4.25	No. of Municipal sites in compliance in terms of Fire equipment	Municipal sites in compliance in terms of Fire equipment	25 Municipal sites serviced in terms of Fire equipment and first aid boxes	Servicing of fire equipment and installation of first aid boxes in 25 municipal sites by June 2023	Facilitate appointment of fire marshals and first aiders	Workshop of marshals and first aiders	Servicing of fire equipment in 25 municipal sites	Refill of first aid boxes in 25 municipal sites		Notices Assessments Repots Schedule Certificate of service	Director Corporate Services

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		KEY PERFORMANCE AREA				INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION						
IDP OBJECTIVE : To ensure Institutional Transformation and Organisational Development by June 2023												
IDP STRATEGY	KPI NO.	KPI	PROJECT NAME	BASELINE 2021-2022	ANNUAL TARGET 22/23	Q1	Q2	Q3	Q4	BUDGET	MEASUREMENT SOURCE / POE	CUSTODIAN
		and first aid boxes									Service level agreement Attendance register Appointment letters Job cards	
	3.2.4.26	No. of OHS Committee meetings	Facilitation of OHS Committee meetings	4 OHS Committee meetings facilitated	4 OHS Committee Meetings held by June 2023	1 OHS Committee meeting	1 OHS Committee meeting	1 OHS Committee meeting	1 OHS Committee meeting		Agenda Memo Attendance register Minutes, resolution register	Director Corporate Services
Enhancing sound employment relations	3.2.4.27	Labour Relations Strategy Implementation Plan developed and implemented	Development of Labour Relations Implementation Plan	Labour Relations strategy 35 Reported misconduct cases, and 08 grievances received	Labour Relations Strategy Implementation Plan developed and implemented by June 2023	Road shows on maintenance of discipline	Road shows on grievance procedures	Workshop and consultations with both unions regarding fair labour practice in workplace. Road shows on maintenance of discipline and grievance procedures	Refresher Workshop to employees and unions on maintenance of discipline and grievance procedures.	N/A	Implementation Plan Report Schedules invitations	Director Corporate Services
						Attending to all misconduct reported. Attending to all referred cases to CCMA/SALGBC	Attending to all misconduct reported. Attending to all referred cases to CCMA/SALGBC	Attending to all reported misconduct reported. Attending to all referred cases to CCMA/SALGBC	Attending to all reported misconduct reported. Attending to all referred cases to CCMA/SALGBC			

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		KEY PERFORMANCE AREA				INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION						
IDP OBJECTIVE : To ensure Institutional Transformation and Organisational Development by June 2023												
IDP STRATEGY	KPI NO.	KPI	PROJECT NAME	BASELINE 2021-2022	ANNUAL TARGET 22/23	Q1	Q2	Q3	Q4	BUDGET	MEASUREMENT SOURCE / POE	CUSTODIAN
	3.2.4.28	No. of Engagements with labour	Local Labour Forum engagements	7 LLF Meetings held	6 LLF engagements held by June 2023	1 LLF engagements	2 LLF engagements	2 LLF engagements	1 LLF engagements		Notices, Minutes Attendance register	Director Corporate Services

		KEY PERFORMANCE AREA				GOOD GOVERNANCE & PUBLIC PARTICIPATION						
IDP OBJECTIVE: TO PROMOTE EFFECTIVE MUNICIPAL GOVERNANCE AND OVERSIGHT BY JUNE 2023												
IDP STRATEGY	KPI NO.	KPI	PROJECT NAME	BASELINE 2021-2022	ANNUAL TARGET 2022/23	Q1	Q2	Q3	Q4	BUDGET	MEASUREMENT SOURCE / POE	CUSTODIAN
Implementation of Council Oversight and Public Participation	3.3.5.17	No. of Mayor's and Speaker's IDP, PMS and Budget Imbizos held	Public Participation	4 Imbizo's held in 2021/2022	4 Speaker's imbizos facilitated for the development of IDP, PMS and Budget by June 2023	1 Imbizos facilitated	1 Imbizos facilitated	1 Imbizos facilitated	1 Imbizos facilitated	R 300 000	Notices, Attendance Registers	GM: Speaker's and Mayor's Office
	3.3.5.22	No. of facilitated workshops on the Review of policies and by-laws	Accountability and clean governance	2021-2022 approved Council Policy's and by-laws	2 workshops facilitated on policies and by-laws by June 2023	N/A	1 workshop facilitated	N/A	1 workshop facilitated	N/A	Attendance register, reports	General Manager: Speaker's Office/ General Manager: Organizational Support
	3.3.5.23	Implemented Code of Conduct for Councillors	Adherence to Policies	Code of Conduct for Councillors (Schedule 1), Rules of Order	Quarterly monitoring adherence of Code of Conduct for Councillors by June 2023	Monitoring adherence of the Code of Conduct for Councillors	Monitoring adherence of the Code of Conduct for Councillors	Monitoring adherence of the Code of Conduct for Councillors	Monitoring adherence of the Code of Conduct for Councillors	R14 000	Monitoring report	Director Corporate Services & GM: Speaker's Office
	3.3.5.24		Public Participation	Induction of Councillors	Conduct 2 Capacity	Capacity building	N/A	Capacity building	N/A	R504 000	Attendance Register, Ward	Director Corporate

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		KEY PERFORMANCE AREA				GOOD GOVERNANCE & PUBLIC PARTICIPATION						
IDP OBJECTIVE: TO PROMOTE EFFECTIVE MUNICIPAL GOVERNANCE AND OVERSIGHT BY JUNE 2023												
IDP STRATEGY	KPI NO.	KPI	PROJECT NAME	BASELINE 2021-2022	ANNUAL TARGET 2022/23	Q1	Q2	Q3	Q4	BUDGET	MEASUREMENT SOURCE / POE	CUSTODIAN
		Capacity Building Conducted Implemented Ward Committee Strategy and Guidelines		Established Ward Committees (370)	buildings by June 2023 4 Ward committee quarterly reports by June 2023	1 Ward committee quarterly report	1 Ward committee quarterly report	1 Ward committee quarterly report	1 Ward committee quarterly report	N/A	Committee Quarterly Report	Services & GM: Speaker's Office
	3.3.5.26	Developed Council Calendar	Council Calendar	Council Calendar approved in 2021/2022	Approved Council Calendar by June 2023	N/A	N/A	N/A	Solicit inputs from departments and facilitate approval of the calendar by council	N/A	Council Calendar	Director Corporate Services & GM: Speaker's Office
	3.3.5.27	No. of Ordinary Council Meetings held as per the Council Calendar	Ordinary Council meetings 4 Special, Urgent & Adjourned 18	4 Ordinary Council meetings held	04 Ordinary Council meetings held by June 2023	1 Ordinary Council meeting	1 Ordinary Council meeting	1 Ordinary Council meeting	1 Ordinary Council meeting	R126 000	Notices, Attendance Registers and Minutes	Director Corporate Services & GM: Speaker's Office
	3.3.5.28	No. of Civic Education Programmes facilitated	Civic Education Programmes	2 Capacity Building Programmes for Traditional Leaders and Ward Committees	4 Civic Education Programmes facilitated by June 2023 (Traditional Leaders, Ward Committees, Organs of Peoples' Power)	1Civic Education programme (Traditional Leaders, Ward Committees, Organs of Peoples' Power)	1Civic Education programme (Traditional Leaders, Ward Committees, Organs of Peoples' Power)	1Civic Education programme (Traditional Leaders, Ward Committees, Organs of Peoples' Power)	1Civic Education programme (Traditional Leaders, Ward Committees, Organs of Peoples' Power)	R56 000	Attendance Registers and Concept document/reports	Director Corporate Services & GM: Speaker's Office
	3.3.5.29	No. of Section 79 Committee Terms of	Update Section 79 Committee	Section 79 Committee Terms of Reference	6 Section 79 Committee Terms of Reference	N/A	N/A	N/A	6 Section 79 Committee Terms of	N/A	Updated Section 79 Committee Terms of Reference	Director Corporate Services & GM:

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		KEY PERFORMANCE AREA				GOOD GOVERNANCE & PUBLIC PARTICIPATION						
IDP OBJECTIVE: TO PROMOTE EFFECTIVE MUNICIPAL GOVERNANCE AND OVERSIGHT BY JUNE 2023												
IDP STRATEGY	KPI NO.	KPI	PROJECT NAME	BASELINE 2021-2022	ANNUAL TARGET 2022/23	Q1	Q2	Q3	Q4	BUDGET	MEASUREMENT SOURCE / POE	CUSTODIAN
		Reference updated	Terms of Reference		updated by June 2023				Reference updated			Speaker's Office
	3.3.5.30	No. of Section 79 Committee Workplan updated	Update Section 79 Committee Workplan	Section 79 Committee Workplan	6 Section 79 Committee Workplan updated by June 2023	N/A	N/A	N/A	6 Section 79 Committee Workplan updated	N/A	Updated Workplan	Director Corporate Services & GM: Speaker's Office
	3.3.5.31	No. of Section 79 Committee Sittings	Section 79 Committee Meetings	Section 79 Committee Workplan and Institutional Calendar 2023	24 Ordinary Section 79 Committee Meetings sittings by June 2023	6 Ordinary Section 79 Committee Meetings	6 Ordinary Section 79 Committee Meetings	6 Ordinary Section 79 Committee Meetings	6 Ordinary Section 79 Committee Meetings	R68 160	Meeting Notices, Minutes Meeting Attendance Registers	Director Corporate Services & GM: Speaker's Office
	3.3.5.32	No. of MPAC Awareness Programmes held	Know your MPAC	N/A	2 MPAC Awareness Programmes held by June 2023	1 MPAC awareness program	N/A	1 MPAC awareness program	N/A	R14 400	Attendance/Registrar Reports	Director Corporate Services & GM: Speaker's Office
	3.3.5.33	Implemented Oversight Workplan	MPAC Oversight	Annual Workplan	4 Oversighted compliance Reports implemented by June 2023	1 Oversight Report	1 Oversight Report	1 Oversight Report	1 Oversight Report	R10 000	Report	Director Corporate Services & GM: Speaker's Office
	3.3.5.34	No. of Women's Caucus Public Awareness held	Women Caucus	Women Caucus Awareness Plan developed in 2021/2022	4 Women Caucus Awareness held by June 2023	1 women awareness	1 women awareness	1 women awareness	1 women awareness	10 000	Attendance register/reports	Director Corporate Services & GM: Speaker's Office
To Strengthen relationship with the	3.3.5.35	Mainstreamed Moral Regeneration (Kingdom Programmes	Traditional Support (Kingdom)	Engagements held with the Kingdom	4 Traditional Leaders Imbizos conducted by June 2023	1 Traditional Leaders imbizo	1 Traditional Leaders imbizo	1 Traditional Leaders imbizo	1 Traditional Leaders imbizo	R400 000	Attendance and Programme	Director Corporate Services & GM:

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		KEY PERFORMANCE AREA				GOOD GOVERNANCE & PUBLIC PARTICIPATION						
		IDP OBJECTIVE: TO PROMOTE EFFECTIVE MUNICIPAL GOVERNANCE AND OVERSIGHT BY JUNE 2023										
IDP STRATEGY	KPI NO.	KPI	PROJECT NAME	BASELINE 2021-2022	ANNUAL TARGET 2022/23	Q1	Q2	Q3	Q4	BUDGET	MEASUREMENT SOURCE / POE	CUSTODIAN
Kingdom of Aba Thembu		and initiation implemented)										Speaker's Office
Create advocacy platform to promote harmony between municipalities , communities and political parties	3.3.5.36	Constituency work implemented	Constituency oversight	Standard Ward Committee Strategy	148 Constituency programmes implemented by June 2023	37 ward general meetings	37 ward general meetings	37 ward general meetings	37 ward general meetings	R400 000	Schedule of meetings and attendance registers	Director Corporate Services & GM: Speaker's Office
	3.3.5.37	No. of Whippery meetings conducted	Whippery Committee Meetings	Instutional Calendar	12 Whippery Committee Meetings conducted by June 2023	3 whippery committee meetings	3 whippery committee meetings	3 whippery committee meetings	3 whippery committee meetings	126 000	Notice Attendance registers Minutes	Director Corporate Services & GM: Speaker's Office

		KEY PERFORMANCE AREA				GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
		IDP OBJECTIVE : TO STRENGTHEN IMPLEMENTATION OF INTERNAL CONTROL AND REPORTING BY JUNE 2022										
IDP STRATEGY	KPI NO.	KPI	PROJECT NAME	BASELINE 2021-2022	ANNUAL TARGET 22/23	Q1	Q2	Q3	Q4	BUDGET	MEASUREMENT SOURCE / POE	CUSTODIAN
Promote good governance by providing efficient administrative support to council.	3.3.5.73	% of response to issues raised in the Risk Register	Risk Management	Risk register	100% response to issues raised in the Risk Register by June 2023	100% response to issues raised in the Risk Register for the quarter	100% response to issues raised in the Risk Register for the quarter	100% response to issues raised in the Risk Register for the quarter	100% response to issues raised in the Risk Register for the quarter	N/A	Report on Risk Register Issues responded to Risk Committee minutes Management minutes	Director Corporate Services
	3.3.5.74	% of Auditor General's audit findings resolved	Audit	Audit report Audit Action Plan	100% Auditor General's audit findings resolved as per Audit Action by June 2023	100% of the quarterly targets in the Auditor General's audit action plan resolved	100% of the quarterly targets in the Auditor General's audit action plan resolved	100% of the quarterly targets in the Auditor General's audit action plan resolved	100% of the quarterly targets in the Auditor General's audit action plan resolved	N/A	Audit Action Plan Reports Audit Implementation Plan Management minutes	Director Corporate Services

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	3.3.5.75	% of Internal audit findings resolved	Resolution of findings	Internal Audit Action Plan	100% Auditor General's audit findings resolved as per Audit Action by June 2023	100% of the quarterly targets in the Auditor General's audit action plan resolved	100% of the quarterly targets in the Auditor General's audit action plan resolved	100% of the quarterly targets in the Auditor General's audit action plan resolved	100% of the quarterly targets in the Auditor General's audit action plan resolved	N/A	Audit Committee report & minutes	
KEY PERFORMANCE AREA										FINANCIAL VIABILITY		
IDP OBJECTIVE: TO PROMOTE AND ENHANCE FINANCIAL VIABILITY AND AS WELL AS IMPLEMENT SOUND FINANCIAL MANAGEMENT BY JUNE 2022												
IDP STRATEGY	KPI NO.	KEY PERFORMANCE INDICATORS	PROJECT NAME	BASELINE 2021-2022	ANNUAL TARGET 2022-2023	QUARTERLY TARGETS				BUDGET 2021/22	MEASUREMENT SOURCE / POE	CUSTODIAN
						QTR 1	QTR 2	QTR 3	QTR 4			
Improve efficiencies in management of financial resources	3.3.3.3/1	% of financial recovery plan targets actioned	Implementation of Financial Recovery Plan/ Strategy	Financial Recovery Plan adopted in 2021/22	100% of Financial Recovery Plan targets actioned by June 2023	100% financial recovery plan quarterly targets actioned	100% financial recovery plan quarterly targets actioned	100% financial recovery plan quarterly targets actioned	100% financial recovery plan quarterly targets actioned	N/A	Departmental reports, minutes of Mayco, and council. Implementation Plan	All Directors



Director: Corporate Services

Mr S.M Nodo



Date