

Performance Agreement 2021 - 2022

Director: Corporate Services







PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN GEORGE MUNICIPALITY HEREBY REPRESENTED BY:

THE ACTING MUNICIPAL MANAGER DR M GRATZ (herein and after referred as Employer)

AND

THE DIRECTOR: CORPORATE SERVICES MR SIPHIWO ELIAS JAMES (herein and after referred as Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2021 - 30 JUNE 2022

1. INTRODUCTION

- 1.1 The Employer, duly represented by Dr Michele Gratz, in her capacity as the Municipal Manager has entered into a contract of employment with the Employee, Mr Siphiwo Elias James, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred 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 promote local government policy goals;
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;
- 1.5 In this Agreement, the followings terms will have the meaning ascribed thereto:

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- 1.5.1 "this Agreement" means the performance agreement between the Employer and the employee and the Annexures thereto;
- 1.5.2 "the Municipal Manager" means the Municipal Manager of the Municipality appointed in terms of Section 54(A) of the Systems Act
- 1.5.3 "the Employee" means the Director: Planning and Development appointed in terms of Section 56 of the Systems Act;
- 1.5.4 "the Employer" means George Municipality; and
- 1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

- 2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;
- 2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 To monitor and measure performance against set targeted outputs and outcomes;
- 2.5 To establish a transparent and accountable working relationship;
- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and
- 2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on 01 July 2021 and will remain in force until 30 June 2022 where-after a new Performance Agreement will be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;

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- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out:
- 4.1.1 The performance objectives and targets that must be met by the Employee;
- 4.1.2 The time frames within which those performance objectives and targets must be met; and
- 4.1.3 The core competency requirements (as defined in Annexure B) as the management skills regarded as critical to the position held by the Employee.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and will include:
- 4.2.1 Key objectives that describe the main tasks that need to be done;
- 4.2.2 Key performance indicators (KPIs, also referred to as Pre-determined Objectives) that provide the details of the evidence that must be provided to show that a key objective has been achieved;
- 4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and
- 4.2.4 Weightings showing the relative importance of the key objectives to each other.
- 4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
- 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.

PERFORMANCE MANAGEMENT SYSTEM

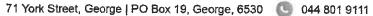
- 5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;
- 5.3 The Employer will consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee
- 5.4 The Employee undertakes to actively focus on 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 will be assessed will consist of two components, KPA's and Competency Framework requirements as per the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers, both of which will be contained in the Performance Agreement;
- 5.6 The Employee's assessment will be based on his/her performance in terms of the outputs/outcomes (KPIs) identified as per attached Performance Plan (Annexure A), which are linked to the KPAs applicable to the Employee, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee; and
- 5.7 The competency requirements for senior managers as per Regulation 9 of Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers will make up the other 20% of the Employee's assessment score. The competencies will be assessed every six months (January and July).

LEADING AND CORE COMPETENCIES

- 1. Strategic direction and leadership
- 2. People management
- Programme and project management
- 4. Financial management
- Change leadership

- Impact and influence
- Institutional performance management
- Strategic planning and management
- Organisational awareness
- Human capital planning and development
- Diversity management
- Employee relations management
- Negotiation and dispute management
- Programme and project planning and implementation
- Service delivery management
- Program and project monitoring and evaluation
- Budget planning and execution
- Financial strategy and delivery
- Financial reporting and delivery
- Change vision and strategy







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		 Process design and improvement
		 Change impact monitoring and evaluation
		Policy formulation
6.	Governance leadership	 Risk and compliance management
		 Cooperative governance
7.	Moral competence	Core Competency
8.	Planning and organising	Core Competency
9.	Analysis and innovation	Core Competency
10.	Knowledge and information management	Core Competency
11.	Communication	Core Competency
12.	Results and quality focus	Core Competency

6. PERFORMANCE ASSESSMENT

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out:
- 6.1.1 The standards and procedures for evaluating the Employee's performance; and
- 6.1.2 The intervals for the evaluation of the Employee's performance.
- 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 Integrated Development Plan (IDP) as described in 6.6 -6.12 below;
- 6.5 The Employee must upload all relevant portfolio of evidence onto the approved performance management system in accordance with the system cut-off dates;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
- 6.6.1 Each KPI or group of KPIs will be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
- 6.6.2 A rating on the five-point scale will be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;

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- 6.6.3 The Employee will submit his/her self-evaluation to the Employer prior to the formal assessment;
- 6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and
- 6.6.5 An overall score will be calculated based on the total of the scores calculated above.
- 6.7 Assessment of the Competencies:
- 6.7.1 Each Competency will be assessed in terms of the description provided in (Annexure B);
- 6.7.2 A rating will be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and
- An overall score will be calculated based on the total of the scores calculated above. 6.7.3
- 6.8 Overall rating
- 6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and
- 6.8.2 Such overall rating represents the outcome of the performance appraisal.
- 6.9 The assessment of the performance of the Employee will be based on the following rating scales for KPAs and Competencies respectively:
- 6.9.1 Rating scale for KPAs - as mentioned in paragraph 5.6:

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

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Level	Terminology	Description
		criteria and indicators as specified in the PA and Performance Plan.
2	Not fully effective 	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.9.2 Rating scale for Competencies -as mentioned in paragraph 5.7:

Level	Achievement Levels	Description
5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops, and applies comprehensive concepts and methods
4	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
2	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
1	Sub Standard	Applies little to no basic concepts, methods, and understanding of local government operations.

6.10For purposes of evaluating the performance of the Employee for the year-end reviews, an evaluation panel constituted of the following persons will be established:

6.10.1	Municipal	Manager;
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6.10.2 Municipal Manager from another municipality;

6.10.3 Chairperson of the Audit Committee; and

The Member of the Mayoral Committee (Portfolio Chairperson). 6.10.4

- 6.11The Municipal Manager will evaluate the performance of the department/employee as at the end of the 1st, 2nd, 3rd and 4th quarters; and
- 6.12The Municipal Manager will review core competencies at mid-year and annual performance evaluations.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his/her performance agreement will be reviewed on the following dates.

Quarter	Review Period	Review to be completed by
1	July - September	October 2021
2	October – December	January 2022
3	January – March	April 2022
4	April – June and Annual Performance Evaluation	July 2022

- 7.2 The Employer will keep a record of the mid-year and year-end assessment meetings;
- 7.3 Performance feedback will be based on the Employee's assessment of the Employee's performance;
- 7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and
- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented, and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

8.1 The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer will:

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

- Provide access to skills development and capacity building opportunities; 9.1.2
- 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;
- On the request of the Employee delegate such powers reasonably required by the 9.1.4 Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others:
- 10.1.1 A direct effect on the performance of any of the Employee's functions;
- 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
- 10.1.3 A substantial financial effect on the Employer.
- 10.2The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

11. REWARD

- 11.1The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;
- 11.2The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;
- 11.3A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

Average Performance Score

Between 130% to 149% From 150% and above

Performance Bonus

Performance bonus range from 5% to 9% Performance bonus range from 10% to 14%

- 11.4In the event of the Employee terminating his/her services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which s/he was employed and s/he will be entitled to a pro-rata performance bonus based on his/her evaluated performance for the period of actual service, with a minimum of three months; and
- 11.5The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

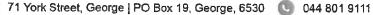
12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;
- 12.2The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his/her performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and
- 12.4In the case of unacceptable performance, the Employer will:
- 12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his/her performance; and
- 12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

13.1In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;







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- 13.2If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, will be appointed to resolve the matter within 30 (thirty) business days; and
- 13.3In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment together with the relevant laws and regulations will apply.

14. GENERAL

- 14.1The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and
- 14.2Nothing 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.

GEORGE on the 12 day of June 2021. Duly done and signed at ACTING MUNICIPAL MANAGER

____ on the $\frac{1/\frac{1}{2}}{1}$ day of June 2021. Duly done, and signed at

ORPORATE SERVICES

AS WITNESSES:

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Performance Plan

Director: Corporate Services











Competency	Definition	Weight
	Financial strategy and delivery	(
	Financial reporting and delivery	
	Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes:	
Change leadership	Change vision and strategy	1 67
	Process design and improvement	F.C
	Change impact monitoring and evaluation	
	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative	
Governance leadership	Policy formulation	1.67
	Risk and compliance management	
	Cooperative governance	
	CORE COMPETENCIES	
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.	1.67
Analysis and innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	1.67
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67

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COMPETENCIES

these competencies will account for twenty percent of the total employee assessment score. The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

	Budget planning and execution	
1.67	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes:	Financial management
	Program and project monitoring and evaluation	
	Service delivery management	O
1.67	Program and project planning and implementation	management
	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes:	
	Negotiation and dispute management	
	Employee relations management	
1.67	Diversity management	- cobic management
	Human capital planning and development	Decor of the second of the sec
	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes:	
	Organisational awareness	
	Strategic planning and management	
1.67	Institutional performance management	leadership
	Impact and influence	Stratogic direction and
	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes:	
	LEADING COPETENCIES	
Weight	Definition	Competency















		Ref No.
		National KPA
		Strategic Objective
		Indicator
TOTAL		Unit of Measurement
1	2020/2021)	Baseline (Actual
		2021/2022
	Q1	Service Deli P
	22	elivery and Budget Imple Plan (SDBIP 2021/2022)
	Q3	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)
	Q4	entation
80	2	Weight

The Performance Plan sets out:

- Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

KEY PERFORMANCE INDICATORS

assessment of these performance indicators will account for 80% (eighty percent) of the total employee assessment score. The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The

Part 1: Implementation of Service Delivery and Budget Implementation Plan (80%)

SDBIP Graph	SDBIP Graph			Ref No.
Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development			National KPA
Good Governance and Human Capital	Good Governance and Human Capital			Strategic Objective
Effective Management and Functional Supervision of the Human	Effective Management and Functional Supervision of the Administration Division			Indicator
Percentage of Indicators of the Human Resources	Percentage of Indicators of the Administration Division achieved (Actual vs Target)	DIVISIONAL MANAGEMENT	Unit of Measurement	
90%	90%		2020/2021)	Baseline (Actual
90%	90%		2021/2022	
90%	90%		Q1	Service Del
90%	90%	100	22	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)
90%	90%	1000	Q3	dget impler .021/2022)
90%	90%		Q4	nentation
4	4		A STATE OF THE PARTY OF THE PAR	Weight





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374	373	372			To a second	Ref No.
Municipal Transformation and Institutional Development	Good Governance and Public Participation	Good Governance and Public Participation				National KPA
Good Governance and Human Capital	Good Governance and Human Capital	Good Governance and Human Capital				Strategic Objective
Conduct bi- annual evaluations of staff reporting	Submit quarterly reports to the internal audit division on the management of risks identified for the Directorate	Complete 95% of matters allocated on collaborator (other than service delivery complaints) within 10 days		Resources Division		Indicator
Number of formal evaluations completed	Number of risk management reports submitted	% of matters allocated on collaborator completed within 10 days	GENERAL MANAGEMENT	achieved (Actual vs Target)	The second second	Unit of Measurement
2	4	New	NAGEMENT		2020/2021)	Baseline (Actual
2	4	95%				2021/2022
0	Н	95%			Q1	Service Del
0	1	95%			02	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)
ъ	ļ-à	95%			Q3	dget Impler (021/2022)
0	ь	95%			24	mentation
2	2	2				Weight

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1	90%	90%	90%	90%	90%	New	% of activities achieved	Achieve 90% of the activities listed in the Procurement Plan on a monthly basis	Good Governance and Human Capital	Municipal Transformation and Institutional Development
Д	0	0	0	1	بر م	1	Procurement plan submitted	Submit the Directorate Procurement Plan to the Municipal Manager by 31	Good Governance and Human Capital	Municipal Transformation and Institutional Development
4	95%	60%	40%	10%	95%	85.00%	% of capital budget spent by 30 June	95% of the capital budget for the directorate spent by 30	Good Governance and Human Capital	Municipal Transformation and Institutional Development
								directly to the Director		
Salah Salah	Q4	Q	Q2	Q		2020/2021)				
Weight	mentation	dget Imple (021/2022)	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)	Service Deli	2021/2022	Baseline (Actual	Unit of	Indicator	Strategic Objective	National KPA

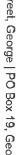
Annexure A 2021/2022

Ref No.

			U	114	
382	381	379			Ref No.
Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development			National KPA
Good Governance and Human Capital	Good Governance and Human Capital	Good Governance and Human Capital			Strategic Objective
At least one innovative idea implemented to improve administration or service delivery	Compile and/or amend at least 3 HR policies by 30 June	Complete the departmental SDBIP KPIs in line with relevant legislation and regulations by 30 June	funds not currently made available by NT or DoRA		Indicator
Proof of business plan or project implemented	3 HR policies submitted to HR S80 Committee / Mayco / Council	SDBIP completed			Unit of Measurement
0	New	New		2020/2021)	Baseline (Actual
1	ω	L			2021/2022
0	0	0		5	Service Del
0	0	0		2	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)
0	0	0		2021/2022) Q3	
Н	ω			2	mentation
2	4	2			Weight











Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	2021/2022	Servi	ce Deli	ce Delivery and Bu Plan (SDBIP 2	ce Delivery and Budget Imple Plan (SDBIP 2021/2022)	Plan (SDBIP 2021/2022)
The state of the s			B COLUMN TO THE REAL PROPERTY OF THE PERTY O		2020/2021)	TC F		01	Q1 Q2		Q2
389	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Enroll staff from post level 12 and upwards for completion of MMC	Number of staff enrolled	New		ب	μ.	н	1	1 1
391	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Monitor and report monthly to the MM on SLA's/contracts with service providers in line with relevant legislation Section 116 of the MFMA	Number of evaluations conducted	New		12	12		ω	ω
392	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Respond 100% on all audit queries received from the AG within 3 days	% of AG audit queries responded to within 3 days	New		100%	100% 100%		100%	100% 100%
393	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Implement 100% of agreed corrective measures as identified within internal and	% of corrective measures identified in internal and external audit	New		100%	100% 100%		100%	100% 100%

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397	396	395	394			Ref No.
Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development			National KPA
Good Governance and Human Capital	Good Governance and Human Capital	Good Governance and Human Capital	Good Governance and Human Capital		THE REAL PROPERTY.	Strategic Objective
Submit 95% of Council items on collaborator on time as per the	Formal evaluation of all staff up to T10 by 28 February 2022	Take remedial action for all exceptions on the Time and Attendance Report within 5 working days	Account for 95% of all loose assets allocated to the Section during the loose asset count	external audit reports within due dates		Indicator
% of Council item submitted on time on	Number of formal evaluation submitted biannually	% Actions taken	% of loose assets allocated to Section accounted for during loose asset count	reports implemented		Unit of Measurement
New	New	New	New		2020/2021)	Baseline (Actual
95%	1	95%	98%			2021/2022
95%		95%	98%		22	Service De
95%		95%	98%		2	rvice Delivery and Budget Implementation Plan (SDBIP 2021/2022)
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Development	Municipal Transformation and Institutional	Municipal Transformation and Institutional Development	Municipal Transformation 398 and Institutional Development		The second secon	Ref No. National KPA
Municipal Good	il Good tion Governance and onal Human Capital	il Good tion Governance and onal Human Capital	il Good tion Governance and onal Human Capital			PA Strategic Objective
Complete the replacement of	Submit all inputs for the IDP to the Manager: IDP and PMS by 31 December	Submit all inputs (non-financial) for the Annual Report to the Manager: IDP and PMS by 31	Award all quotations for expenditure less then R30 000 within 5 working days of closure	schedule provided by the MM		Indicator
Project	Inputs submitted	Inputs submitted	% of quotations awarded within 5 working days	collab as per schedule		Unit of Measurement
New KPI	New KPI	New KPI	New		2020/2021)	Baseline (Actual
1	juà	1	95%			2021/2022
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0	Þ	0	95%		22	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)
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₽	0	0	95%		Q4	nentation
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TL16		403	402		Ref No.
Municipal Transformation and Institutional Development		Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development		National KPA
Good Governance and Human Capital		Good Governance and Human Capital	Good Governance and Human Capital		Strategic Objective
The number of people from employment equity target groups employed (newly		Develop a Human Resource Plan and submit to Council for approval by 31 March 2022	Review the Service Delivery Charter and submit to the Municipal Manager for approval by 31 December 2021	roof by 30 June 2022	Indicator
Number of newly appointed persons from equity target groups on the three highest	TOP LEVEL/ STRATEGIC MANAGEMENT	Plan developed and submitted to Council for approval	Service Delivery Charter reviewed and submitted to the Municipal Manager		Unit of Measurement
70%	GIC MANAGEM	New KPI	New KPI		(Actual 2020/2021)
70%	ENT	1	1		2021/2022
0		0	0		Q1
0		0	Ь		flan (SD8
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0		ш	0		Plan (SDBIP 2021/2022) Q2 Q3
0 70%		0	0		Q1 Q2 Q3 Q4

ТL17		Ref No.
Municipal Transformation and Institutional Development		National KPA
Good Governance and Human Capital		Strategic Objective
The percentage of a municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2022 {(Actual total training expenditure divided by total personnel budget)x100}	appointed) in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan by 30 June 2022	Indicator
% of municipality's personnel budget actually spent on implementing its workplace skills plan	levels of management/n umber of newly appointed persons on three highest levels of management	Unit of Measurement
0.51%		Baseline (Actual 2020/2021)
0.50%		2021/2022
0.15%		Service Deli P
0.30%		Service Delivery and Budget Implementation Plan (SDBIP 2021/2022) Q1 Q2 Q3 Q4
0.40%		oget Impler 2021/2022)
0.50%		mentation Q4
1		Weight



Performance Plan

Director: Corporate Services



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Submit all inputs for the IDP to the Manager: IDP and PMS by 31 December:	Submit all Inputs (non-floancial) for the Jonual Report to the Manager: IDP and PMS by 31 July	Award all quotations for expenditure less then 830 000 within 5 working days of docure	Submit 95% of Council Items on collaborator on thine as per the schedule provided by the NM	Formal evaluation of all staff up to 120 by 28 February 2022	Take remedal action for all exceptions on the Time and Attendance Report within 5 working days	Account for 98% of all loose assets allocated to the Section during the loose asset count	Implement 100% of agreed corrective measures as identified within internal and external audit reports within due dates	Respond 100% on all audit queries received from the AG within 3 days	Monitor and report monthly to the MM on SLA's contracts with service providers in line with relevant legislation Section 116 of the MFMA	Enroll staff from post level 12 and upwards for completion of MMC	Identify and implement at least one cost outling measure	Develop staff performance agreements with measurable GPFs by September 2021.	Action disciplinary hearings within 7 days and finalise within 45 days	Filling of all vacant budgeted posts within the set timeframes as approved in the action plan	At least one innovative idea implemented to improve administration or service delinery	Compile and/or amend at least 3 148 policies by 30 June	Complete the depertmental SDBIP KPts In line with relevant legislation and regulations by 30 lune.	Submit at least one funding proposal to seure new funds not currently made available by NT or DORA	Achieve 90% of the activities listed in the Procurement Plan on a monthly basis	Submit the Directorate Procurement Plan to the Municipal Manager by 31 July	95% of the capital budges for the directorate spent by 30 rune	Conduct bi-enhasi eva un Sons of staff reporting directly to the Director	Submit quarterly raports to the internal audit division on the management of risks identified for the Directorate	collaborator (other than service delivery completels) within 10 days	Formulate SSE of marries allocated on
inputs submitted	Inputs submitted	% of quotations awarded within 5 working days	% of Council Item submitted on time on collables per schedule	Number of formal evaluation submitted bi-annually	% Actions when	% of foose assets allocated to Section accounted for during, oose esset count	% of corrective measures identified in internal and external audit reports implemented	% of AG and tiqueries responded to within 3 days	Number of evaluations conducted	Number of staff enrolled	Number of cost cutting measures identified and implemented	Number of Performance agreement	% of also bleamy hearings actioned within 7 days and finalized within 45 days.	% of vacant budgeted posts filled according to the approved action plan	Proof of business plan or project implemented	3 HR policies submitted to HR 580 Committee / Mayco / Council	SDBIP completed	Number of proposals submitted	% of activities achieved	Procurement plan submitted	% of capital budget spent by 30 June	Number of formal evaluations completed	Number of risk management reports submitted	% of matters allocated on collaborator completed within 10 days	Virt. I/ Newscames
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Acknowledgement receipt	Acknowled general receipt	Quotation register	Collab report of submitted item and overdue items with reasons	PMS evaluation Report and Individual score sheets	Deviations Report	Loose Asset Register	Implementation status report submitted	audit queries progress Register updated	Monthly reports	MMC encolment progress report	Cost saving Report	PMS report and Signed agreements	Action Finn report	Vicant post report reviewed	Proof of business plan or project implemented	3 HR paticles submitted to HR 530 Committee / Mayou / Council	Signed-off SDBIP	Proof of submission	Progress as stipulated on the Damand Management Pian	Acknowled gement of receipt	Report form the financial system	PMS evaluation report and individual score sheets	Proof of submission	Collaborator Report	ā
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Formal evaluation of all staff by 28 Feb 2022	Report quaterly on all deviations in time and attendance report monitored and addressed	Account for 95% of all loose assets allocated to the Section during the loose asset count	Implament 100% of agreed corrective measures as feereified within internal and external audit reports within due dates	Respond 100% on all audit queries received from the AG within 3 days	Report quarterly to the director on the acrooms taken to reduce/witigate risk	Filling of all vacant budgeted posts within the set timeframes as approved in the action plan	identify and implement at feast one innovative solution for a service delivery challenge	identify and implement at least one cost cutting	Develop staff performance agreements with measurable KPI's by September 2021	Action disciplinary hearings within 7 days and finance within 45 days.	Attend to all grieusness within 10 caps	Report all Injuries on duty within 2 days	Complete 95% of matters allocated on collaborator (other than service selbeny constellints) within 10 days	Compile a monthly Council programme and distribute to Council by the 15th of every month	Compile the annual Council programme and submit to Council for approval by 30 November	Conduct versa readiness assessment prior to every meeting	Not more then 5 complaints received from Council regarding Committee Services	Compile draft minutes and submit to the Deputy Director within B working days after meetings of Council and its committee's	Compile and distribute agendas 3 days prior to meetings of Gurndl and its committees meetings	Compile the departments: Instructions list after the Council and its committee meetings and submit to the IAIN within 15 working days after the same fit meetins.	Develop a Human Resource Plan and submit to Council for approval br 31: March 2022	Redew the Service Delivery Charter and submit to the Municipal Manager for approval by 3.1 December 2021	Complete the replacement of the Child Centre roof by 30 June 2022	- Annual Li
Number of formal evaluation submitted blannually	Number of reports submitted	Wolf loose assets allocated to Section accounted for during loose asset count	% of corrective measures identified in Imparrial and external studit reports implemented	% of AG audit queries responded to within 3 days	Number of reports submitted	% of vacana budgeted posts filled according to the approved action plan	Number of innovative solutions for a service delivery challenge identified and implemented	Number of cost cutting measures, identified and implemented	% of Performence agreement	% of disciplinary hearings actioned within 7 days and finalised within 4S days.	% of grievanous attended to within 10 days	% of injuries on duty reported within 2 days	% of matters allocated on collaborator completed within 10 days	Number of programmes compiled and distributed	Programme compiled and submitted for approval	% of exsessment conducted	Number of corrolal nts received	% of draft minutes compiled and submitted within 10 working days	% of agendas compiled and distributed 3 days prior to meetings	% of instructions submitted	Plan caveloped and submitted to Council for approval	Service Derhern Charter reviewed and submitted to the Minietpal Manager	Project completed	
Whole Municipal Area: All	Whole Municipal Area: All	Whole Munkdpall Area: All	Whole Municipal Area: All	Whole Municipal Area: All	Whole Municipal Area: All	Whole Municipal Area: All	Whole Municipal Area: All	Whole Municipal Area: All	Whole Municipal Area: All	Whole Municipal Area: All	Whole Munidpel Area: All	Whole Munidpal Area: All	Whole Munidpal Area: All	Whole Municipal Area: All	Whole Municipal Area: All	Whole Munidpal Area: All	Whole Municipal Area; All	Whole Municipal Area: All	Whole Municipal Area: All	Whole Munidpal Area: All	F	3	š	000100
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Accumulative	Accumulative	Stand-Alone	Stand-Alone	Stand-Mone	Accumulative	Stand-Alone	Accumulative	Accumulative	Accumulative	Stand-Alone	Stand Altone	Stand-Alone	Stand-Alone	Accumuladive	tast Value	Stand-Mone	Zero	Stand-Mone	Stand-Alone	Stand-Allone	Carry Over	Darry Over	Carry Over	
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Account for 95% of all loose assets allocated to the Section during the loose asset report	Implement 100% of agreed corrective measures as identified within Internal and external audit reports within due dates	Respond 100% on all audit quaries received from the AG within 3 days	Report quarterly to the director on the actions taken to reduce/mitigate risk	Evaluate all awarded contracts blannoutly	filling of all vacant budgeted posts within the set timeframes as approxed in the action plan.	identify and implement at least one innovative sciution for a service delivery challenge	Identify and implement at least one cost outling measure	Develop staff performance agreements with measurable xPl's by September 2021	Advertise tenders at least 5 months prior to the expiration of the current render	Spend 95% of the maintenance budget by 30 June	Action disciplinary healings within 7 days and finalise within 45 days.	Attend to all grievances within 10 days	Report all Injuries on duny within 2 days	Complete 95 % of rietters allocated on collaborator (other than service delivery complaints) within 10 days	Complete 95% of service delivery completins within the timeliance as specified in the Services Charter	Not more then 5 compisints received regarding the maintenance and condition of the manifepal halfs and child centre.	Spend 95% of the capital budget approved for municipal halls and civic centre by 30 June	Spend 95% of the maintenance budget approved for munid sall halfs and oblic centre by 3D June	Compile a maintenance plan for all municipal halls and divic centre by 30 January and submit to the Portfolio Committee for approval	Collect 80% of the revenue budget for municipal facilities by 30 June	Review the conditions of zential of municipal facilities a musilly by 30 Jume and submit to the Director	Oreck and sign-off of an inventory thecklist of halls before and after each event	Award all quotations for expenditure less then 830 000 within 5 working days of dosure	Submit 95% of Council Items on collaborator on time as per the schedula provided by the MM	
Wolf toose assets allocated to Section accounted for during loose asset count	% of corrective measures identified in internal and external audit reports implemented	% of AG audit queries responded to within 2 days	Number of reports submitted	Number of evaluations conducted	N of vacant budgeted posts filled according to the approved action plan	Number of innovetive solutions for a service delivery challenge identified and implemented	Number of cost cutting measures identified and implemented	Number of Performance agreement	% of tenders advertised at least 5 months prior to expiration	% maintenance budgetspent by 30 June	% of disciplinary hearings actioned within 7 days and finalised within 45 days	% of grievances attended to within 10 days	% of injuries on duty reported within 2 days	% of matters allocated on collaborator completes within 10 days	% of service delivery complaints attend	Number of complaints received	% of budget spend	% of budget spend	s Maintenance plan compiled and submitted to the Portfolio Committee for approval	Nievenue collected	Reviewed consistions submitted	% of checklists algored-off before and efter each event	% of quotations awarded within 5 working days	% of Council Item submitted on time on colleb as per schedule	-
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Report quarterly to the director on the actions taken to reduce/mittgate risk	Evaluate all awarded contracts bi-armusity	filling of all vacant budgeted posts within the set timeframes as approved in the action plan	Identify and implement at least one impositive solution for a sendor delivery challenge	Identify and implement at least one cost outling measure	Develop staff parformance agreements with measurable KPI's by September 2021.	Advertise tenders at least 5 months prior to the expiration of the current tender	Action disciplinary hearings within 7 days and finalise within 45 days	Attend to all grievances within 10 days	Report all Injuries on duty within 2 days	Complete 95 % of matters allocated on collaborator (other than service delivery complaints) within 10 days.	Resolve 95% of all nomplaints received regarding tricphones within 24 hours	Report monthly so the Portfolio Controlitee on the billing and telephone usage	Spend 95% of the capital budget approved by 30 June	Conduct quarterly records management awareness with all departments	Complete the back scanning project by 31 December 2021	Capture all complaints logged via the official email address within 8 hours on Collaborator	Submit weekly reports to the MM on the status of incoming and outgoing correspondence on Collaborator	Review the Telecommunication Policy are usit by 30 June and submit to the Portialio Committee for approval	Heport enhall if by 50 June to the South African Human Rights Commission on the number of requests remixed to the Pronceton of Access to Information Act	Finalize applications to the Pronoction of Access to Information Act within 30 days after receipt	Award all quotations for expenditure less then R3D 000 within 5 working days of docume.	Submit 95% of Council Items on collaborator on time as per the schedule provided by the MM	Formal evaluation of all staff by 28 Feb 2022	Report quaterly on all densitions in time and attendance report monitored and addressed	
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Account for 95% of all loose essets allocated to the Section during the loose asset count	Implement 100% of agreed corrective measures as identified within internal and external audit reports within due dates	Respond 100% on all Audit queries received from the AG within 3 days	Report quartery to the director on the actions taken to reduce/mit gate risk	Filling of all vacant budgeted posts within the set threframes as approved in the action plan.	identify and implement at least one impositive solution for a service delivery challenge	identify and implement at least one cost outting	Develop stelf performance agreements with measurable KPI's by September 2021	Action disciplinary hearings within 7 days and finalise within 45 days.	Attend to all grievances within 10 days	Report all Injuries on duty within 2 days	Complete 95% of matters allocated on collaborator (other than service delivery completors) within 10 days	Compile an 50P for Disciplinary Heatings and submit to the Municipal Manager for approval by 30 September 2021	Fad Rate monthly meetings of the LLF	Submit all items of the ITE meeting to the NIM 14 days prior to the meeting	Report monthly to the MM and the Prortisio Committee or the progress reporting the resolution of gifumones, possible set arrans of dispose and dispinance having and finalisation of dispinance having and finalisation	100% Compliance with the timeframes in the Disputer, Grievances and Disciplinary Hearings Action Plan	Compile an SSP (or Grievances and submit to the Municipal Manager for approval by 30 September 2021	Award all quotations for expenditure less then R3D 000 within 5 working days of docure	Submit 95% of Council Items on collaborator on time as per the schedule provided by the MM	Formal evaluation of all staff by 28 feb 2022	Report quaterly on all deviations in time and attendance report monitoned and addressed	Account for 95% of all hoose assets elimated to the Section during the large asset count	Implement 100% of agreed corrective measures as identified within internal and external audit reports within due dates	Respond 100% on all audit queries received from the A6 within 3 days:	
% of loose assets allocated to Section accounted for during loose asset opunt	% of corrective measures identified in internal and external audit reports Implemented	% of AG sudit quarks responded to within 3 days	Rumber of reports submitted	% of vacant budgeted posts filled according to the approved action plan	Number of innovative solutions for a service delivery challenge identified and implemented	Number of cost carding measures identified and implemented	Number of Performance agreement	% of disciplinary hearings actioned within 7 days and finalized within 45 days.	% of gifevences attended to within 10 days	% of injuries on duty reported within 2 days	% of matters allocated on collaborator completed within 10 days.	SOP compiled and submitted for approval	Number of meetings hald	Number of Items submitted	Number of reports submitted	% compliance with the dimetrames	SOF compiled and submitted for approval	% of quotations awarded within 5 working days	% of Council Item submitted on time on callables per schedule	Number of formal evaluation submitted bi-annually	Number of reports submitted	Nof loose assets allocated to Section accounted for during loose asset mant	N of corrective measures identified in interrel and external audit reports implemented	% of AG audit queries responded to within 3 days	-
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% of corrective measures identified in internal and external audit reports	% of AG audit queries responded to within 3 days	Number of reports submitted	% of variant budgeted poots filled according to the approved action plan	Number of funovative solutions for a service delivery challenge identified and implemented	Number of cost curting measures identified and implemented	Number of Performance agreement	% of disciplinary hearings actioned within 7 days and finalised within 45 days.	% of grievances attended to within 10 days	% of injuries on duty reported within 2 days	% of matters allocated on collaborator completed within 10 days.	% of requests attended to within 30 days	% of budget spend	Number of functional areas	Register updated	SOP complied and submitted for approval	Number of Inspection reports submitted	Employee wellness day hosted	Pall by reviewed and submitted	Report submitted	Number of meetings facilitated	% of cuptations awarded within 5 working days	% of Council Item submitted on time on collab as per schedule	Number of formal evaluation submitted bilannually	Number of reports submitted	Cott of Bridge property
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Filling of all vecent budgeted posts within the set time frames as approved in the action plan	identify and implement at least one inorwative solution for a service delivery challenge	identify and implement at least one cust curting measure	Develop staff performance agreements with measurable KPYs by September 2021	Action disciplinary hearings within 7 days and finalise within 45 days.	Attend to all grievences within 10 days.	Report all injuries on duty within 2 days	Complete 95% of matters allocated on collaborator (other than sendoe cell/very completes), within 10 days	100 % newly stuff appointments built on the FLDXGEN SYSTEM by 10 th of each month	Review the Organisational Structure and all micro structures and submit to the MM for approval by 31 May	Evalua to 98% of all job descriptions handes in per quarter	Finalize 95% of all benefit dalms within the set timeframes	Implement Individual Performance to all scall from T1 to T10 by 30 September 2021	Implement time end attendance system for all staff by 31 December	Report monthly to the AMI and the Portfolio Committee on the progress regarding the filling of waandes in terms of the Recultment and Selection Action Plan	100% Compliance with the timeframes in the Regultement and Selection Action Plan	Submit the EE report to the Department of Lebour by the 15th of January	Condist a comprehensive induction for newly appointed employees within 5 working days after appointment	207% completion of the back scanning of all recruitement documents on Colleb by 3.1 December 2021	Place revers regarding vacandes within 30 days after the approval of the adversions provided for in the Posicy	Award all quotations for expenditure less than R3D 000 within 5 working days of downs	Submit 55% of Council Items on collaborator on time as per the schedule provided by the MM	Formal evaluation of all staff by 28 Feb 2022	Report quaterly on Bill deviations in time and attendance report monitored and addressed	Account for 95% of all loase assets allowed in the Section during the loase asset count	The Property of the Party of th
% of victant budgeted posts filled according to the approved action plan	Number of innovative solutions for a service delivery challenge identified and implemented	Number of cost cutting measures identified and implanement	Number of Performence agreement	% of disciplinary hearings antioned within 7 days and finalised within 45 days	% of grievences attended to within 10 days	% of injuries on data reported within 2 days	% of matters allocated on collaborator completed within 10 days	% of staff correctly built	Structure reviewed and submitted for approval	% evaluated per quarter	% of benefit dalms finalised	% implemented	% Implemented	Number of reports submitted	% compliance with the timetrames	Report submitted	% of newly appointed employees inductions conducted	% completed	% adverts placed	% of quotations awarded within 5 working days.	% of Council Itam submitted on time on callab as per schedule	Number of formal evaluation submitted bi-annually	Number of reports submitted	% of loose assets allocated to Section accounted for during loose asset count	SANGARAMINA S
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Action disciplinary hearings within 7 days and finalise within 45 days.	Attend to all grievances within 10 days	Report all injuries on duty within 2 days	Complete 95% of matters allocated on collaborator (other than service delivery complaints) within 10 days	Conduct a Customer Satisfaction Survey by 28 February 2012	Submit weekly reports to the MM on the status of complaints on Collaborator	Submit minutes of Ward Committee meetings held to the Public Partidipation Office within 10 working days after meetings	Submit a monthly report to the Portfollo Committee on the activities of Customer Care Section	Log and allocate all formal/written/walk-in customers owe correspondency/enguirles within 8 working hours	Report monthly on all great funded projects completed during the financial year in accordance with the transfer payment agreement and the agreed by the first state of the second state of the agreed by the second state of t	Submit monthly report on the operation of the Thusong Centre to the Porfolio Committee	Subnit the ennual business plans to secure funding for operational purposes to Council and Department local Government by 31 October	Submit quarterly reports on the operation of the Thusong Centre to Council and Department Local Government	Report monthly on all grant funded analysis completed during the financial year in accordance with the transfer payment agreement and the ejim used budget.	Submit marrishy report on the operation of the Thusong Centre to the Particla Committee	Submit the annual business plans to secure funding for operational purposes to Council and Department Local Government by \$1 October	Submit quarterly reports on the operation of the Thusong Centre to Council and Department Local Covernment	Award all quotations for expenditure less then R30 000 within 5 working days of docure	Submit 95% of Council Rems on ociaborator or time as per the schedule provided by the MM	Formel evaluation of all staff by 18 feb 2022	Report quaterly on all deviations in time and attendance report monitored and addressed	Account for 95% of all loose assets allocated to the Section during the loose asset count	Implement 100% of agreed corrective measures as identified within internal and external audit reports within due dates	Respond 100% on all audit quaries received from the AS within 3 days.	Report quarterly to the director on the antibos taken to reduce/midgate risk	
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No successful appeals against tender awards	Filling of all vacant sudgeted posts within the set timeframes as approved in the action plan	identify and implement at least one imposable solution for a service delivery challenge	Identify and implement at least one cost cutting imposure	Develop Italf performance agreements with measurable KPI's by September 2021	Advertise tenders at least 5 mornins prior to the expiration of the current tender	Action disciplinary hearings within 7 days and finalise within 45 days	Attend to all giterances within 10 days	Report all injuries on duty within 2 days	Complete 95% of inviters allocated on collaborator (other than san/or dishery complaints) within 10 days	Complete 95% of service delivery compleints within the idmeframe as specified in the Services Charter	Review 6 Human Resources Policies and submit to the Partialio Committee for approval by Council by 30 June 1922	Award all quotations for expenditure less then R30 000 within 5 working days of dosure	Submit 95% of Council items on collaborator on time as per the schedule provided by the MM	Formal evaluation of all staff by 28 Feb 2022	Report quaterly on all deviations in time and attendance report monitored and addressed	Account for 95% of all locae assets allocated to the Section during the locae asset count	Implement 100% of agreed corrective measures as identified within internal and external audit reports within due dates	Respond 100% on all such queries received from the AG within 3 days	Report quarterly to the director on the actions taken to reduce/niffgate risk	Hilling of all vacant budgeted posts within the set timeframes as approved in the action plan	identify and update at least one policy per annum	identify and implement at least one invovative solution for a service delivery challenge	Identify and implement at least one cost outling measure	Develop staff performance agreements with measurable KPYs by September 2021	(E) (page (E)
% successful appeals	% of vectors budgeted posts filed according to the approved action plan	Number of Innovative solutions for a service delivery challenge (dentified and implemented	Number of cost carting measures identified and implemented	Number of Performance agreement	% of tenders advertised at least 5 months prior to expiration	% of disciplinary hearings actioned within 7 days and finalised within 45 days	-	% of injuries on duty reported within 2 days.	% of matters allocated on collaborator completed within 10 days	% of service delivery complaints attend to	Number of policies reviewed and submitted for approval	% of quotations awarded within 5 working caps	% of Council Item submitted on time on collab as per schedule	Number of formal evaluation submitted bi-annuality	Number of reports submitted	% of loose assets allocated to Section accounted for during loose asset count	% of corrective measures identified in internal and external audit reports implemented	% of AG audit quarks responded to within 3 days	Number of reports submitted	% of varant budgeted posts filed according to the approved action plan	Number of polides identified and updated	Number of innovative solutions for a service delivery challenge identified and implemented	Number of cost cutting measures identified and implemented	Number of Performance agreement	United Management
Whole Municipal Area: All	Whole Municipal Area: All	Whole Municipal Area: All	Whole Municipal Area: All	Whole Municipal Area: All	Whole Municipal Area: All	Whole Municipal Area; All	Whole Municipal Area: All	Whole Municipal Peres All	Whole Munidpel Area: All	Whole Munidipal Area: A l	Whole Municipal Area: All	Whole Muridpal Area: All	Whole Municipal Area; All	Whole Municipal Area: All	Whole Municipal Area: All	Whole Municipal Area: All	Whole Municipal Area: All	Whole Municipal Area: All	Whole Municipal Area; All	Whole Municipal Area: All	Whole Municipal Areacall	Whole Municipal Ares: All	Whole Municipal Area: All	Whole Municipal Area: All	No. of
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Corporate Services - Director Corporate Services	Corporate Services - Director: Corporate Services	Corporate Sanrices - Deputy Director	Corporate Services - Deputy Director	Corporate Services - Deputy Director	Corporate Services - Deputy Director	Corporate Services - Deputy Director	Corporate Services - Deputy Director	Corporate Services - Deputy Director	Corporate Services - Deputy Director	Corporate Services - Deputy Director	out-contacte (K)
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The percentage of a municipality's personnel budget actually sport on implementing its workshook data plan by 30 are 30.2 (Actual total training assessments and ded by total personnel budget pl. (20)	The number of people from employment entitle liberate of while people above. Writing process maked will be environment to the firm which it may be part on the first trees also the Archard of American Consultance (as a firm part of the manufacture of the Archard American Consultance (as a firm part of the Archard American Consultance (as a f	Award all quotations for expenditure less then R30 000 within 5 working days of docure	Submit 95% of Council items on collaborator on time as per the schedule provided by the Nati	Former evaluation of all staff by 28 Feb 2022	Report quaterly on all deviations in time and attendance report monitored and addressed	Account for 65% of all loose assets allocated to the Section during the loose asset count	Implement 100% of agraed corrective measures as is of corrective measures identified in identified within internal and external audit reports within due dates	Respond 100% on all audit queries received from the AG within 3 days	Report quarterly to the director on the actions taken to reduce/mitigate risk	Evaluate all awarded contracts bi-are usity	2.4-1
Not municipality's personnel budget settally sent on in plenmeting its workplese stills plan	Number of newly appointed persons from equity target groups on the three Highest levels of management/frame of newly appointed persons on three Namest levels of management.	% of quotations awarded within 5 working days	% of Council Item submitted on time on collab as per schedule	Number of formal evaluation submitted bi-ennually	Number of reports submitted	Not loose assets allocated to Section accounted for during loose asset count	N. of corrective measures identified in internal and external audit raports implemented	% of AG audit queries responded to within 3 days	Number of reports submitted	Number of evaluations conducted	district Managements
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Director: Copposite Services	Minidpal Manager	Deputy Director	Deputy Director	Deputy Director	Deputy Director	Deputy Director	Deputy Director	Deputy Director	Deputy Director	Deputy Director	Mile de es Mil
0.51%	š	New	New	N.	New	New	New	New	New	Ngw	No.
Section 71 financial report	Approved appointment letters/contracts of employees appointed in the three Highest letels of management.	Quotation register	Collab report of submitted Item and overdue Items with reasons	PMS evaluation Report and Individual score sheets	Deviations Report	Loose Asset Register	implementation status report submitted	audit queries progress Register updated	Reduction/Mitigation of Risk Implementation progress report	Awarded contracts evaluation sheet	4
Last Value	Lest Value	Stand-Alone	Stand-Alone	Accumulative	Acoumulative	Stand-Alone	Stand-Alone	Stand-Alone	Accumulative	Accumulative	To Call Street
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Personal Development Plan









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Date: 11 /0 / / 20 2/	7	1	Signed and accepted by the Employee

Signed by the Municipal Manager on behalf of the Municipality

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