2019-2020

Performance Plan

MOGALAKWENA

"A Place for Prosperity"

Name: KGANTSI DAVID MALEPA

Position: ACTING MANAGER TECHNICAL SERVICE

Council Represented by: BEVERLY SEBOLELO GUNQISA

Plan Period: 1 July 2019 – 30 JUNE 2020

BS

KDM

CONTENTS

BS

1. INTRODUCTION

PURPOSE:

The performance plan defines the Council's expectations of the employee'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 the Municipality's Service Delivery and Budget Implementation Plan (SDBIP) and as reviewed annually.

STRATEGIC ALIGNMENT:

The Objects of Local Government as outlined in the Constitution, Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives per BSC are listed in the table below. The indicators and targets are aligned to contribute to the achievement of the objectives over the longer term, in so far it is relevant to the functions of the employee.

PRIORITY ISSUES	OBJECTIVES	OUTCOMES	KEY PERFORAMNCE AREA
1. Sustainable infrastructure development and maintenance	To improve the quantity and quality of municipal infrastructure and services	Enhanced and sustainable socio economic growth	Basic Service Delivery and Infrastructure Development Local Economic Development
2. Building and Retention of Institutional capacity	To ensure that all stakeholders within the institution are adequately capacitated and retained	Competent and productive workforce	Municipal Transformation and Organisational Development

BS

PRIORITY ISSUES	OBJECTIVES	OUTCOMES	KEY PERFORAMNCE AREA
3. Revenue enhancement	Ensuring sound and efficient financial management	Sustainable financial viability	Municipal Financial Viability and Management
4. Stimulating economic development	To create inclusive and well-coordinated investment opportunities for the growth of the economy	Reduced poverty	Local Economic Development
5. Consistent and regular monitoring, reporting and evaluation 6. Effective and clear communication	To develop and implement integrated management and governance systems	Accountable and good governance – clean audits	Good Governance and Public Participation
7. Integrated land use planning & management	To ensure the optimum utilization of land	Coordinated, rational, regulated and orderly land development and utilization	Spatial Rationale
8. Environmental sustainability	Foster, regulate, maintain and promote a sustainable environment	Improved quality of life and protected natural resources for future generations	Spatial Rationale
9. Social/community development	Improve the quality of lives through social development and	Developed community	Basic Service Delivery and Infrastructure Development

KDM BS

PRIORITY ISSUES	OBJECTIVES	OUTCOMES	KEY PERFORAMNCE AREA
	the provision of effective community services		

2. PURPOSE OF THE POSITION

The employee undertakes to be committed to the following strategic intent of the municipality:

The **Vision**:

"To be thé leading, sustainable and diversified economic hub focused on community needs"

The Mission:

Mogalakwena municipality is committed to develop communities and promote economic growth by:

- *providing affordable and quality basic services;*
- *creating a sustainable environment for social and economic development; and*
- *being consultative, responsive and accountable*

The **Values**:

Driven by the needs of our communities, Mogalakwena Municipality will:

- *respect and uphold the Constitution,*
- *uphold the Code of Conduct for Councillors and Officials,*

BS

IOM

- *ensure sound financial management, and*
- *uphold the Batho Pele principles.*

The employee is accountable and responsible for amongst others:

- The management of the Electrical services department's administration in accordance with Municipal legislation and other legislation applicable to the municipality, including management, discipline and development of staff
- The cost effective management of the department's budget and the timely implementation of resolutions and projects related to the department
- The provision of electricity in the licensed area
- Ensuring that all households to be connected to national grid by 2015
- The effective management and maintenance of electricity infrastructure in the licensed area and relevant ESKOM areas

KDM 85

3. SERVICE DELIVERY AND PERFORMANCE INDICATORS

The indicators and targets for which the employee is responsible to achieve and report on follows:

KPI NO	PERFORMANCE INDICATORS	BASELINE (2018-2019)	ANNUAL TARGET (2019-2020)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT						
IDP STRATEGIC OBJECTIVE: TO IMPROVE THE QUANTITY AND QUALITY OF MUNICIPAL INFRASTRUCTURE AND SERVICES						
PROGRAMME / FOCUS AREA: WATER AND SANITATION						
1	Number of formal households with access to basic level of water by 30 June 2020	16488	16488	Q1: 16488 Q2: 16488 Q3: 16488 Q4: 16488	Count number of formal household provided with access to water	Billing report
2	Number of Water Meter Audit conducted by 30 June 2020	240	500	Q1: 125 Q2: 125 Q3: 125 Q4: 125	Count number of water meter audit conducted	Quarterly reports
3	Percentage of water loss	31%	25%	Q1: 25% Q2: 25% Q3: 25%	(Closing stock- closing stock per reading)/ (total water for the month)	Water loss report

 85

'DM

KPI NO	PERFORMANCE INDICATORS	BASELINE (2018-2019)	ANNUAL TARGET (2019-2020)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
					Closing stock = total water - billing	
4	Number of formal households with access to basic level of Sanitation by 30 June 2020	16488	16488	Q1: 16488 Q2:16488 Q3: 16488 Q4:16488	Count number of formal households with access to basic level of sanitation	Billing report
5	Number of test conducted reports on Water Quality by 30 June 2020	New	12	Q1: 3 Q2: 3 Q3: 3 Q4: 3	Count number of tests conducted on water quality	Lab results
6	Number of test conducted reports on Waste Water Quality by 30 June 2020	new	12	Q1: 3 Q2: 3 Q3: 3 Q4: 3	Count number of tests conducted on waste water quality	Lab results
PROGRAMME / FOCUS AREA: ROADS AND STORM WATER						
7	Length of km roads tarred	4km	6.6km	Q1: 1.5 Q2: 1.5 Q3: 1.8 Q4: 1.8	Count the length of KM road tarred	Project progress report
8	Length of km of roads bladed	1300km	300km	Q1: 75km Q2: 75km Q3: 75km Q4: 75km	Count the length of KM road bladed	Job cards

KDM BS

KPI NO	PERFORMANCE INDICATORS	BASELINE (2018-2019)	ANNUAL TARGET (2019-2020)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
9	Length of km of roads re-gravelled	new	450km	1: 112.5KM Q2: 112.5KM Q3: 112.5KM Q4: 112.5KM	Count the length of KM road re-gravelled	Job cards
10	Area of road square metres patched	6573.47	4000m2	Q1: 1000m2 Q2: 1000m2 Q3: 1000m2 Q4: 1000m2	Count the area of road square metres patched	Job cards
11	Volume of km of storm water drainage maintained	2541.24	1500m3	Q1: 375m3 Q2: 375m3 Q3: 375m3 Q4: 375m3	Count the volume of km of storm water drainage maintained	Maintenance report
KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT						
IDP STRATEGIC OBJECTIVE: TO CREATE INCLUSIVE AND WELL COORDINATED INVESTMENT OPPORTUNITIES FOR THE GROWTH OF THE ECONOMY						
PROGRAMME / FOCUS AREA: JOB CREATION						
12	**No. of jobs created through infrastructure projects related to technical Services	0	120	Q1: Not applicable Q2: Not applicable Q3: 120 Q4: Not applicable	Count number of jobs created through infrastructure projects related to Electrical Services	Copies of the signed contracts
KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION						

BS
km

KPI NO	PERFORMANCE INDICATORS	BASELINE (2018-2019)	ANNUAL TARGET (2019-2020)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
IDP STRATEGIC OBJECTIVE: TO DEVELOP AND IMPLEMENT INTEGRATED MANAGEMENT AND GOVERNANCE SYSTEMS						
PROGRAMME / FOCUS AREA: AUDITING						
13	Percentage of queries raised by AG resolved	30%	100%	Q1: Not applicable Q2: Not applicable Q3: 50% Q4: 100%	Divide number of queries resolved by number of queries raised	AG's action plan report
14	Percentage of queries internal audit resolved	20%	100%	Q1: 50% Q2: 75% Q3: 100% Q4: 100%	Divide number of queries resolved by number of queries raised	Follow-up report
PROGRAMME / FOCUS AREA: RISK MANAGEMENT						
15	**Percentage of risks identified in the risk plan that related to the departments addresses	30%	100%	Q1: 50% Q2: 75% Q3: 100% Q4: 100%	Divide risks addressed by number of risks identified in the risk plan	Risk report
KEY PERFORMANCE AREA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT						
IDP STRATEGIC OBJECTIVE: SOUND AND EFFICIENT FINANCIAL MANAGEMENT						
PROGRAMME / FOCUS AREA: CAPITAL EXPEDITURE						
16	** Percentage MIG spending- Capital expenditure	58%	100%	Q1: 20% Q2: 50% Q3: 75% Q4: 100%	R-value of MIG budget spend/R-value of the total MIG funding allocated	Monthly budget statement
17		42%	100%	Q1: 20% Q2: 50%		Monthly budget statement

BS

KDM

KPI NO	PERFORMANCE INDICATORS	BASELINE (2018-2019)	ANNUAL TARGET (2019-2020)	QUARTERLY TARGETS	METHOD OF CALCULATION	SUPPORTING DOCUMENTATION (POE)
	** Percentage WSIG spending- Capital expenditure			Q3: 75%	R-value of WSIG budget spend/R-value of the total MIG funding allocated	
				Q4: 100%		
18	** Percentage RBIG spending- Capital expenditure	77%	100%	Q1: 20%	R-value of RBIG budget spend/R-value of the total MIG funding allocated	Monthly budget statement
				Q2: 50%		
				Q3: 75%		
				Q4: 100%		

KDM BS

4. DETAILED CAPITAL WORKS PLAN

The projects for which the employee is responsible to implement and report on follows:

Ref	Project Name	Key Performance Indicator	Baseline	Annual Target	Budget	Source	Quarterly Targets		Evidence to be submitted
							Resources allocated 2019/20 per quarter	Activity / Milestone	
1	Mogalakwena Marula processing plant	Construction of processing plant	Contractor appointed	100% Construction of processing plant	R 7 000 000,00	MIG	Q1: R 1 750 000,00	Design completed	Copies of the completed designs, project progress report and completion certificate.
							Q2: R 1 750 000,00	50% Construction	
							Q3: R 1 750 000,00	75% Construction	
							Q4: R 1 750 000,00	100% Construction	
2	Mahwelereng Roads and Storm Water	Construction of 5,2km tar road	New	5,2 km Road	R 30 000 000,00	MIG	Q1: R 5 000 000,00	Appointment of service provider and site establishment	Copies of the advert, appointment letters,

BS

KDM

Ref	Project Name	Key Performance Indicator	Baseline	Annual Target	Budget	Source	Quarterly Targets		Evidence to be submitted
							Resources allocated 2019/20 per quarter	Activity / Milestone	
							Q2: R 10 000 000,00	30% construction of 1,2 km Road	project progress report and completion certificate
							Q3: R 10 000 000,00	60% construction of 2,5 km road	
							Q4: R 5 000 000,00	100% construction of 1,5 km road	
3	Mahlogo Roads and Storm water	Construction of 3,7 km tar road	2,0 km Constructed	1, 7 km Road	R 10 000 000,00	MIG	Q1: R 5 000 000,00	50% construction 1,0 km road constructed	Project progress report and

BS
KDM

Ref	Project Name	Key Performance Indicator	Baseline	Annual Target	Budget	Source	Quarterly Targets		Evidence to be submitted
							Resources allocated 2019/20 per quarter	Activity / Milestone	
							Q2: R 5 000 000,00	50% construction of 0,7 km Road constructed	completion certificate
							Q3: R -	Not applicable	
							Q4: R -	Not applicable	
4	Waste Water Bulk Drainage and Treatment Facility		72% construction	100% construction of treatment facility	R 27 281 106,00	MIG	Q1: R -	Appointment of the service provider	Copies of the advert, appointment letters, project progress
							Q2: R 9 093 702,00	30%	

KDM BS

Ref	Project Name	Key Performance Indicator	Baseline	Annual Target	Budget	Source	Quarterly Targets		Evidence to be submitted
							Resources allocated 2019/20 per quarter	Activity / Milestone	
								Construction of treatment facility	report and completion certificate
							Q3: R 9 093 702,00	60% Construction of treatment facility	
							Q4: R 9 093 702,00	100% Construction of treatment facility	
5	Mini Water Scheme 13: Buffelhoek; Diphichi; Grasvlei; Kgopeng; Mphelelo; Ramosesane; Tiberius;	Rehabilitation of 8 reservoirs, install 1 water treatment	Contractor appointed and site established	100% Rehabilitation of 8 reservoirs,	R 4 035 957,00	MIG	Q1: R 1 008 989,25	30% Repairing Work on Reservoirs. Gravity Main of 4,8KM	Project progress report and completion certificate

KDM BS

Ref	Project Name	Key Performance Indicator	Baseline	Annual Target	Budget	Source	Quarterly Targets		Evidence to be submitted
							Resources allocated 2019/20 per quarter	Activity / Milestone	
	Galelia; Vergenoeg (Diphichi Cluster) Jakkalskuil (Mini Water Scheme 15: Lesodi; Mamatlakala; Skilpadkraal)	plant, construction of 3 pump stations, gravity main 4.8 km, construction of 11.4 km reticulation pipe line.		install 1 water treatment plant, construction of 3 pump stations, gravity main 4.8 km, and construction of 11.4 km reticulation pipe line.			Q2: R 1 008 989,25	60% Distribution Pipelines7,6km	
							Q3: R 1 008 989,25	60% Distribution Pipelines7,6km	
							Q4: R 1 008 989,25	100% Construction of 11,4km reticulation pipe line	
6	Jakkalskuil (Mini Water Scheme 15: Lesodi; Mamatlakala; Skilpadkraal)	Construction of Gravity Main line, Construction of reticulation	New	100% Construction of Gravity Main line, Construction	R 6 000 000,00	MIG	Q1: R -	Appointment of the service provider	Copies of the advert, appointment letters, project

BS

KDM

Ref	Project Name	Key Performance Indicator	Baseline	Annual Target	Budget	Source	Quarterly Targets		Evidence to be submitted
							Resources allocated 2019/20 per quarter	Activity / Milestone	
		Pipe lines, Installation of Water Treatment Plant		of reticulation Pipe lines, Installation of Water Treatment Plant			Q2: R 2 000 000,00	30% Construction of Gravity Main	progress report and completion certificate
	Jakkalskuil Mini Water Scheme 16 – Basterspad, Bokwidi, Buffelshoek, Dikgokgopeng, Diphichi, Galakwenastroom, Hermansdal, Jakkalskuil, Kabeane, Kaditshwene, Kgopeng, Kromkloof, Lesodi, Leyden, Lusaka/Nkgoru, Mabula, Mabuladitlhare, Makekeng, Malapile, Mamatlakala, Matebeleng, Nelly, Raadslid, Ramosesane, Rantlakane, Skulpadskraal, Skrikifontein A & B, Vlakfontein, Vlakfontein 2, and Wydhoek						Q3: R 2 000 000,00	60% Construction of reticulation of pipe lines	
							Q4: R 2 000 000,00	100% Installation of Water Treatment Plant	

ISDM BS

Ref	Project Name	Key Performance Indicator	Baseline	Annual Target	Budget	Source	Quarterly Targets		Evidence to be submitted
							Resources allocated 2019/20 per quarter	Activity / Milestone	
7	Water Scheme 25: Danisane, Ga-Chokoe, Hans, Lelaka, Mabusela Sandsloot, Mashahleng, Masenya,Matlou, Seema, Skimming, Leleso (Seema /Mapila Mini Water Scheme 25)	Construction of Gravity Main line, Construction of reticulation Pipe lines, Installation of Water Treatment Plant	Contractor appointed and site established	100% Construction of Gravity Main line, Construction of reticulation Pipe lines, Installation of Water Treatment Plant	R 27 396 961,00	MIG	Q1: R 9 132 320,33	30% Construction of gravity main lines	Project progress reports and completion certificates
							Q2: R 9 132 320,33	50% Construction of Water Reticulation pipelines	
							Q3: R 9 132 320,33	75% Construction of Water Reticulation pipelines	
							Q4: R 9 132 320,33	100% Installation of water treatment Plant	
8	Water Scheme 22: Moordkoppie water scheme; Witrivier, Millenium Park,	Installation of 1 water treatment plant,	New	100% Installation of 1 water	R 10 000 000,00	MIG	Q1: 24007,50 m	Appointment of the service provider and site establishment	Copies of the advert, appointment letters,

BS

IDM

Ref	Project Name	Key Performance Indicator	Baseline	Annual Target	Budget	Source	Quarterly Targets		Evidence to be submitted
							Resources allocated 2019/20 per quarter	Activity / Milestone	
	Ditlotswane, Rooivaal and Malokong	Installation of 3764 Prepaid water meters, contstruction of 44 km reticulation pipe line		treatment plant, Installation of 3764 Prepaid water meters, contstruction of 44 km reticulation pipe line			Q2: R 2 500 000,00	30% Water reticulation and Yard Connections	project progress report and completion certificate
							Q3: R 1 500 000,00	60% Water reticulation and Yard Connections	
							Q4: R -	100% Installation of Water Treatment Works	
9	Mapela Sports Stadium	Construction of Mapela Sport Stadium	Contrator Appointed & site established	100% construction	R 13 914 100,00	MIG	Q1: R 5 000 000,00	30% construction of sports facility	Projects progress reports and

85
KDM

Ref	Project Name	Key Performance Indicator	Baseline	Annual Target	Budget	Source	Quarterly Targets		Evidence to be submitted
							Resources allocated 2019/20 per quarter	Activity / Milestone	
				of sports facility			Q2: R 5 500 000,00	50% construction of sport facility	completion certificate.
							Q3: R 4 724 604,95	75% construction of sport facility	
							Q4: R -	100% construction of sport facility	
10	Jakkalskuil Water projects - Basterspad,	Construction of 52 km pipeline	Project started in April 2017 and is		R183 558 000	RBIG	Q1: R 11 021 157,08	25% Construction of 13 km pipeline	Project progress reports

KDM BS

Ref	Project Name	Key Performance Indicator	Baseline	Annual Target	Budget	Source	Quarterly Targets		Evidence to be submitted
							Resources allocated 2019/20 per quarter	Activity / Milestone	
	Bokwidi,Buffelshoek ,Dikgokgopeng ,Diphichi ,Galakwnastroem,Harramstal, Jakkalskuil ,Kabeane, Kaditshwene, Kgopeng ,Kroomkloef,Lesodi,Lyden , Lusaka/ nkgoru,Mabula Dihlare, Makekeng,Malapile ,Mmamatlakala, Matebeleng, Nelly,Raadsleid, Ramosesane, Rantlakane,Skuilpadskraal ,Skrikfontein A and Skrikfontein B, Flakafontein1,Flakafontein2 and Widhoek		currently 40% complete	Construction of 52 km Pipeline			Q2: R 16 531 735,63	50% construction of 13 km pipeline	
							Q3: R 16 531 735,63	75% construction of 13 km pipeline	
							Q4: R 22 042 314,17	100% construction of 13 km pipeline	
		3.5 km Pipeline.3,5M L Reservoir	Project started in April 2017 and is currently 18% complete	3.5 km Pipeline and 50% progress on the Reservoir			Q1: R 7 738 809,48	1,0 km 10% progress on Reservoir	Project progress reports
							Q2: R 11 608 214,22	1,0 km 20% progress on Reservoir	
							Q3: R 11 608 214,22	1,5 km 35% progress on Reservoir	
							Q4: R 11 608 214,22	50% progress on Reservoir	

BS
KDM

Ref	Project Name	Key Performance Indicator	Baseline	Annual Target	Budget	Source	Quarterly Targets: Resources allocated 2019/20 per quarter	Quarterly Targets: Activity / Milestone	Evidence to be submitted
		Jakkalskuil Cluster Water Treatment Works	New	Construction to be at 50%			Q1: R -	20% Construction	Projects progress reports
							Q2: R 4 226 910,63	30% Construction	
							Q3: R 9 266 688,69	40% Construction	
							Q4: R 9 266 688,69	50% Construction	
		Industrial wellfield development (Pipelines and treatment works)	New	Pipeline to be at 100% Treatment works to be at 10%			Q1: R 950 250,80	Pipeline Construction at 20%	Project progress reports
							Q2: R 6 018 255,06	Pipeline Construction at 50%	

BS

KDM

Ref	Project Name	Key Performance Indicator	Baseline	Annual Target	Budget	Source	Quarterly Targets		Evidence to be submitted
							Resources allocated 2019/20 per quarter	Activity / Milestone	
							Q3: R 6 018 255,06	Pipeline Construction at 80%	
							Q4: R 6 018 255,06	Pipeline Construction at 100% 10% Construction of treatment works	

BS
KDM

Ref	Project Name	Key Performance Indicator	Baseline	Annual Target	Budget	Source	Quarterly Targets: Resources allocated 2019/20 per quarter	Quarterly Targets: Activity / Milestone	Evidence to be submitted
11	Mogalakwena source development storage and water reticulation	Drilling,testing and equipping of boreholes and construction of pumping mains at 3x villages	New	100% Drilling,testing and equipping of 3x boreholes and construction of pumping mains to connect to existing system.	60 000 000	WSG	Q1: R 1 250 000,00	30% Drilling and testing of boreholes	Project progress reports and completion certificate
							Q2: R 1 250 000,00	50% Construction of pumping mains	
							Q3: R 1 250 000,00	70% Electrification of boreholes	
							Q4: R 1 250 000,00	100% Equipping of boreholes.	
		Equipping and electrification of 15x boreholes	New	100% Equipping and electrification of 15x boreholes			Q1: R 2 250 000,00	Submission of applications to ESKOM for electrification of boreholes	Copies of applications for electrification, project progress report and completion certificate
							Q2: R 2 250 000,00	40% Electrification of boreholes	
							Q3: R 2 250 000,00	80% Equipping of boreholes	
							Q4: R 2 250 000,00	100%	

BS

KDM

Ref	Project Name	Key Performance Indicator	Baseline	Annual Target	Budget	Source	Quarterly Targets		Evidence to be submitted
							Resources allocated 2019/20 per quarter	Activity / Milestone	
								Equipping of boreholes	
		Equipping and electrification of 18x boreholes	Project started in April 2017 and is 58% complete.	Equipping and electrification of 18x boreholes			Q1: R 11 500 000,00	Applications to ESKOM for electrification of boreholes	Copies of applications, project progress report and completion certificate.
							Q2: R 11 500 000,00	Applications to ESKOM for electrification of boreholes	
							Q3: R 11 500 000,00	50% Electrification of boreholes	
							Q4: R 11 500 000,00	100% Equipping of boreholes	

ISDM 85

Ref	Project Name	Key Performance Indicator	Baseline	Annual Target	Budget	Source	Quarterly Targets		Evidence to be submitted
							Resources allocated 2019/20 per quarter	Activity / Milestone	
12	Masodi projects	Construction of a 10ML/Day WWTW	Project started in April 2015 and is 73% complete.	Completion of the WWTW	72 000 000	MIG/CRR	Q1: R -	Procurement of a Contractor	Copies of the advert, appointment letters, project progress report and completion certificate
							Q2: R 24 000 000,00	Construction to be at 85% complete	
							Q3: R 24 000 000,00	Construction to be at 90% complete	
							Q4: R 24 000 000,00	Construction to be at 100% complete	

BS

KDM

Ref	Project Name	Key Performance Indicator	Baseline	Annual Target	Budget	Source	Quarterly Targets		Evidence to be submitted
							Resources allocated 2019/20 per quarter	Activity / Milestone	
13	Moshate Sports Stadium	Construction of guard house, soccer fields, pavilion earthwork pavements	Project on hold @74% construction	100% construction of Moshate sports stadum	7 000 000	CRR	Q1: R 1 750 000	Perimeter wall, construction of guard house	Project progress reports and completion certificate.
							Q2: R 1 750 000	Pavilion earthwork pavement and soccer field completion	
							Q3:R 1 750 000	Construction of pavilion	
							Q4: R 1 750 000	Commission and hand over	

BS

IDM

Ref	Project Name	Key Performance Indicator	Baseline	Annual Target	Budget	Source	Quarterly Targets		Evidence to be submitted
							Resources allocated 2019/20 per quarter	Activity / Milestone	
14	SMART Meters	Installation of prepaid smart meters in Mokopane and Mahwelereng	New	100% installation of prepaid meters in Mokopane and Mahwelereng	15 000 000	CRR	Q1: R -	Appointment of services provider	Copies of the advert, appointment letters, project progress report and completion certificate
							Q2: R 5 000 000	50% Installation of prepaid meters	
							Q3: R 5 000 000	75% Installation of prepaid meters	
							Q4: R 5 000 000	100% Completion	

5. CORE COMPETENCY REQUIREMENTS

The core competencies the employee should conform to and will be assessed and evaluated against follows:

CORE MANAGERIAL COMPETENCIES	DEFINITION	DIMENSIONS MEASURED	WEIGHT %
Strategic Capability and Leadership	Must be able to provide a vision, set the direction for the organisation and inspire others in order to deliver on the organisational mandate	Annual Performance Reporting; Lead People; Strategy and Task Execution; Strategic Planning; Governance and Management Frameworks	10%

BS

IDM

CORE MANAGERIAL COMPETENCIES	DEFINITION	DIMENSIONS MEASURED	WEIGHT %
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to deliver the desired outputs	Project/Programme Planning; Execution and Reporting	28%
Financial Management	Must be able to compile and manage budgets, control cash flow, institute risk management and administer tender procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of strategic organisational objectives	Financial Planning: MFMA, MTEF and MTSF; Financial Budget Execution and Reporting (in Year Monitoring and Reporting) AG Report	7%
Change Management	Must be able to initiate and support organisational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	Change Vision, Planning and Strategy; Process Improvement; Organisation Design; Policy Change and Execution; Change Results; Impact Monitoring and Evaluation	3%
Knowledge Management	Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organisation	Knowledge and Learning; Technology Usage; Knowledge Strategies; Information Sharing Sessions; Integration of Knowledge and Partnership Development	3%
Service Delivery Innovation	Must be able to explore and implement new ways of delivering services that contribute to the improvement of organisational processes in order to achieve organisational goals	Innovation; Processes, Policy and Structures; Application of Best Practice	5%
Problem Solving and Analysis	Must be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	Identify, Analyse and Resolve Problems in timely manner; Contingency Plans and Anticipate Problems	10%
People Management and Empowerment	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve organisational goals	Employee Relations; Diversity Management; HR Planning: Management and Development	7%
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice	Application of Batho-Pele Principles; Service Delivery knowledge; Coaching and Mentoring Others; Cost, Time, Budget, Quality, and Targets Consciousness	7%

BS
IDM

CORE MANAGERIAL COMPETENCIES	DEFINITION	DIMENSIONS MEASURED	WEIGHT %
Communication	Must be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes	Information and Ideas; Stakeholder Communication; Communication Strategy; Marketing and Branding; Use of Language; Negotiation and Bargaining	7%
Honesty and Integrity	Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.	High standard; Ethical and Moral Conduct; Confidentiality and Trust; Treat everyone with Respect; Responsible and Accountable; Shares information freely; Acts against Corruption	10%

More details related to each competency are attached as Annexure A1 to this plan.

KDM BS

6. SUMMARY SCORECARD

In terms of Regulation 805 of 2006, the employee will be scored on a ratio of 80% for key performance areas (KPAs) and 20% for core competency requirements (CCRs). It is also required that the KPAs relevant to the employees functions also be weighted in terms of importance out of a total of 100%, contributing to the 80% contribution to KPAs. It is also necessary to allocate weightings amongst KPIs and projects where relevant. A summary of the total weightings are indicated below:

POSITION OUTCOMES/OUTPUTS	KPA WEIGHTINGS	KPI / PROJECT WEIGHTING		ASSESS WEIGHTING
Key Performance Areas				**80%**
Municipal Transformation and Organisational Development	n.a	KPI's	n.a	
Basic Service Delivery and Infrastructure Developtment	60%	KPI's	60%	
		Projects	40%	
Local Economic Development	10%	KPI's	100%	
Municipal Financial Viability and Management	10%	KPI's	100%	
Good Governance and Public Participation	20%	KPI's	100%	
Spatial Rationale	n.a.	KPI's	n.a.	
Total	**100%**			
Core Competency Requirements (CCRs)				**20%**

BS

KDM

7. RATING SCALES

The assessment of the performance of the Employee will be based on the following rating scale for KPAs and CCRs:

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.

BS

KDM

8. PERFORMANCE ASSESSMENT PROCESS

The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

1. Performance Assessment:

1.1. Formal assessment between employee and employer will take place twice a year to measure the performance of the employee against the agreed performance targets for the half yearly and yearly assessments respectively.

1.2. Actual performance against the targets will be captured in preparation for the assessments.

1.3. Scores of 1-5 will be calculated based upon the progress against targets.

1.4. KPI's and targets are audited before assessment date and their findings must accompany the Performance Plans.

1.5. The employer must keep a record of the mid-year assessment and annual assessment meetings.

2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be assigned to act as an Observer.

3. The process for determining Employee ratings are as follows:

3.1. The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.

3.2. The employee to motivate for higher ratings where applicable.

3.3. The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.

3.4. The panel scores are averaged to derive at a total score per KPI / Activity /CCR. Overall scores are calculated by taking weightings into account where applicable.

3.5. The final KPA's rating will account for 80% of the final assessment total. The CCR's are to account for 20% of the final assessment total.

4. The five point rating scale referred to in regulation 805 correspond as follows:

Rating:	1	2	3	4	5
% Score:	0-66	67-99	100-132	133-166	167

5. The assessment rating calculator is used to calculate the overall % score for performance.

6. Annual performance evaluation to determine the final ratings and scores as well as recommend performance bonuses will be conducted by the appropriate panel as constituted by Regulation 805 of 2006.

7. The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all inclusive remuneration package as indicated in table below:

% Rating Over Performance	% Bonus
130-149%	5-9%
150% and above	10-14%

BS

KDM

8. The Personal Development Plan (PDP) can be reviewed after the performance evaluation had been finalised in case where more clarity has been established on what the essential development needs for the relevant person will be.
9. The results of the annual performance evaluation will be submitted to the performance audit committee for final approval of the assessment/s /evaluations.
10. Performance bonus, based upon the annual evaluation, will be subject to approval by Council.
11. The performance evaluation results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the Province.

BS

KDM

9. APPROVAL

The process followed ensures individual alignment to the strategic intent of the institution and gives clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the organisation through excellent performance. This plan has derived from intense workshopping to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

Undertaking of the employer	Undertaking of the employee
On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.	I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan.
Signed and accepted on behalf of Council:	Signed and accepted by the Employee:
Signature:	*Signature:* David Kumaleta
DATE: 15 July 2019	***DATE:*** 11 – 07 2019

BS KDM

ANNEXURE A1 - CORE MANAGERIAL COMPETENCIES DETAILS

The details pertaining to the Core Managerial Competencies follows:

Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Strategic Capability and Leadership	• Understands organisational and departmental strategic initiatives; • Describes how specific tasks link to organisation's strategies; • Aligns and prioritises own action plans to organisational strategies; and • Demonstrates commitment through actions.	• Gives direction to team in realising the organisation's strategic objectives; • Impacts positively on team morale; • Develops action plans to execute strategic initiatives; • Assists in defining performance measures to evaluate the success of strategies; • Identifies and communicates obstacles to executing specific strategies; • Supports stakeholders in achieving their goals; • Inspires staff with own behaviour - "walks the talk"; • Manages and takes calculated risks; • Communicates strategic plan to the organisation; and • Utilises strategic planning methods and tools.	• Evaluates all activities to determine value added and alignment with the organisation's strategic goals. • Displays and contributes in-depth knowledge to strategic planning at the organisational level; • Ensures alignment of strategies across various functional areas to the organisation strategy; • Defines performance measures to evaluate the success of organisation's strategy; • Monitors and reviews strategic plans consistently and takes corrective action; • Promotes organisation's mission and vision to all relevant stakeholders; • Empowers others to deal with complex and ambiguous situations; • Achieves agreement or consensus in an adversarial environment; • Guides the organisation through complexity and uncertainty of vision; • Leads and unites diverse workgroups across divisions to achieve organisational objectives; and • Develops and implements risk management.

BS
KDM

Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Programme and Project Management	• Commences project after go-ahead from higher authority;• Understands procedures of project management, its implications and the importance of stakeholder involvement;• Understands the outcome of the project in relation to organisation's goals;• Displays basic project management skills;• Documents and communicates issues and risks associated with own work;• Uses results of other successfully completed projects as points of reference; and• Applies existing policies in own field of work.	• Establishes broad stakeholder involvement and communicates the project status and key milestones;• Defines roles and responsibilities for project team members and clearly communicates expectations;• Balances quality of work with deadlines and budget;• Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan;• Uses computer software programmes to help manage project;• Sets and manages service level agreements with contractors;• Provides advice and guidance on policies; and• Complies with statutory requirements and apply policies consistently.	• Manages multiple projects and balances priorities;• Manages risks across multiple projects;• Modifies project approach and budget without compromising the quality of outcomes and the desired results;• Involves top-level political authority and other relevant stakeholders in the buying process;• Keeps abreast and applies international trends in project management;• Motivates and coaches project teams to achieve highest project results; and• Monitors policy implementation and puts in place procedures to manage risks.

 BS

KDM

Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Financial Management	• Articulates basic financial concepts and techniques as they relate to organisational/departmental processes and tasks (e.g. performance budgeting and value for money);• Displays awareness of the different sources of financial data, reporting mechanisms and financial processes and systems;• Understands importance of financial accountability;• Understands the necessity for asset control;• Recognises key expenditure and financial accounting and reporting concepts;• Performs key financial management processes (expenditure, accounting and reporting) with guidance/direction;• Tracks and measures actual expenditure against budget; and• Understands the role of an audit function.	• Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate;• Assesses, manages and monitors financial risks;• Prepares financial reports based on prescribed format;• Understands and weighs up financial implications of propositions;• Controls assets according to prescribed policies and procedures;• Understands, analyses and monitors financial reports;• Allocates resources to established goals and objectives;• Manages expenditure in relation to cash flow projections;• Ensures effective utilisation of financial resources;• Develops corrective measures/actions to ensure alignment of budget to financial resources;• Prepares and manages own budget in line with the strategic objectives of the organisation; and	• Takes ownership of key planning, budgeting and forecasting processes and answers questions related to topics within own responsibility;• Manages financial planning, forecasting and reporting processes;• Prepares budgets that are aligned to the strategic objectives of the organisation\department;• Addresses complex budgeting and financial management issues;• Formulates long term financial plans and resource allocations;• Develops and implements systems, procedures and processes in order to improve financial management;• Advises on policies and procedures regarding asset control;• Dynamically allocates resources according to internal and external objectives (broader government objectives);• Develops expenditure Key Performance Indicators (KPIs);• Succeeds in achieving maximum results with limited resources;• Assists others with financial accounting\reporting tasks;• Coaches and teaches others on key financial concepts; and• Analyses projections in reports.

BS
KDM

Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Change Management	• Communicates status, benefits and issues relating to change;• Identifies gaps between the current and the desired situation and reasons for resistance to change;• Accepts and successfully performs a supporting role in the change effort;• Identifies the need for change;• Participates in change programmes and piloting of change initiatives; and• Understands the impact of change initiatives on the organisation within the broader political and social context.	• Performs analysis to determine the impact of changes in the social, political and economic environment;• Initiates, supports and encourages new ideas;• Volunteers to lead change efforts outside of own work team;• Consults and persuades all the relevant stakeholders of the need for change;• Proactively seeks new opportunities for change;• Identifies and assists in resolving resistance to change with stakeholders; and• Designs activities to enable change that are aligned to the organisational objectives.	• Monitors results of change;• Secures buy-in and sponsorship for change efforts;• Designs, develops, evaluates and continuously improves the overall change strategy;• Customises and applies approaches to facilitate change;• Capitalises on relationships with various stakeholders in establishing strategic alliances in facilitating change efforts;• Leads major change programmes;• Benchmarks change initiatives and strategies against best practice;• Exhibits sensitivity to dynamics within the organisation which affect how quickly change is accepted;• Takes calculated risks and is constantly seeking new ideas from leading edge organisations and external sources;• Defines outcomes and measurement criteria for change programmes; and• Creates innovative ways of reinforcing change, rewarding change acceptance and discouraging change resistance.

BS
KDM

Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Knowledge Management	• Collects, categorises and tracks relevant information required for specific tasks and projects;• Analyses and interprets information to draw conclusions;• Seeks new sources of information to increase own knowledge base; and• Shares information and knowledge with co-workers.	• Uses appropriate information systems to manage organisational knowledge;• Uses modern technology to stay abreast of world trends and information;• Evaluates information from multiple sources and uses information to influence decisions;• Creates mechanisms and structures for sharing of knowledge in the organisation;• Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organisational efficiency;• Promotes the importance of knowledge sharing within own area;• Adapts and integrates information from multiple sources to create innovative knowledge management solutions; and• Nurtures a knowledge-enabling environment.	• Anticipates future knowledge management requirements and systems;• Develops standards and processes to meet future knowledge management requirements;• Shares and promotes best practices across the organisation;• Coaches others on knowledge management techniques;• Monitors and measures knowledge management capability in organisation;• Creates a culture of a learning organisation; and• Holds motivational sessions with colleagues to share information and new ideas.

 BS

IDM

Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Service Delivery Innovation	• Recommends new ways of performing tasks within own function; • Identifies and seeks potential sources of new ideas and approaches to enhance service delivery; • Proposes simple remedial solutions to simple service delivery orientated problems; and • Listens to the ideas and perspectives of others and explores opportunities to enhance these ideas.	• Consults clients and stakeholders on ways to improve the delivery of services; • Communicates the benefits of service delivery improvement opportunities to stakeholders; • Identifies internal process improvement opportunities; • Identifies and analyses opportunities where innovative ideas can lead to improved service delivery; • Creates mechanisms to encourage innovation and creativity within functional area and across the organisation; and • Implements innovative service delivery options in own department/organisation.	• Formulates and implements new ideas throughout the organisation; • Ensures buy-in from key stakeholders; • Consults and utilises international best practices on Service Delivery Innovation; • Aligns the Service Delivery Innovation initiatives with the latest technology; • Researches needs of clients; • Coaches others on innovation techniques; and • Inspires service providers to improve delivery of services.
Problem Solving and Analysis	• Understands the basic steps in problem solving and analysis and solves basic problems using organisation guidelines;• Identifies when to solve problems independently and when to consult others for resolution beyond own authority;• Participates actively and constructively in problem solving discussions; and• Identifies and documents issues associated with problems.	• Explains potential impact of problems to own working environment;• Demonstrates logical problem solving approach and provides rationale for proposed solutions;• Determines root causes of problems;• Demonstrates objectivity, thoroughness, insightfulness, and probing behaviours when approaching problems; and• Demonstrates the ability to break down complex problems into manageable parts and identify solutions.	• Coaches others on the analytical techniques and problem solving methods;• Anticipates organisational problems and strategises to counteract potential impact;• Involves the appropriate people, to resolve complex, inter-departmental problems;• Generates various solutions/ options and contingency plans for problems;• Identifies the impact of solutions on multiple areas within the organisation; and• Develops contingency measures and explores various problem solving options.

BS
KDM

Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
People Management and Empowerment	• Participates in team goal setting and problem solving;• Interacts and collaborates with diverse groups of people;• Understands team strengths, weaknesses and preferences; and• Is aware of the appropriate steps and guidelines for employee development and feedback, but not yet fully able to implement these.	• Seeks opportunities to increase personal contribution and level of responsibility;• Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches;• Delegates and empowers others to increase contribution and level of responsibility;• Applies labour and employment legislation and regulations consistently;• Facilitates team goal setting and problem solving;• Recognises differences between individuals, cultures and teams and provides developmental feedback in accordance with performance management principles;• Adheres to internal and national standards with regards to human resource practices;• Identifies competencies required and suitable resources for specific tasks;• Displays personal interest in the well-being of colleagues;• Able to manage own time as well as time of colleagues and other stakeholders; and• Manages conflict through a participatory approach.	• Analyses ineffective team and work processes and recommends improvement;• Recognises and rewards desired behaviours and results;• Mentors and counsels others;• Addresses balance between individual career expectations and organisational needs;• Considers developmental needs of personnel when building teams and assigning tasks;• Establishes an environment in which personnel can maximise their potential;• Guides others on managing people;• Inspires a culture of performance excellence by giving positive and constructive feedback to the team;• Creates links among various individuals, cultures and teams and instill a common sense of identity towards the achievement of goals;• Shares knowledge of the big picture to help others understand their role; and• Creates a culture of continuous learning and development.

BS
VDM

Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Client Orientation and Customer Focus	• Acknowledges customers rights;• Applies customer knowledge to improve own organisation or department;• Maintains good relationship with customers and understands their priorities; and• Redirects queries to the most appropriate person/ solution provider and follows through to ensure customer needs are met.	• Develops clear and implementable service delivery improvement programmes;• Identifies opportunities to exceed the expectations of customers;• Designs internal work processes to improve customer service;• Adds value to the organisation by providing exemplary customer service; and• Applies customer rights in own work environment.	• Coaches others about the importance and application of customer and client knowledge;• Fosters an environment in which customer satisfaction is valued and delivered;• Addresses and resolves high-risk, high profile stakeholder issues; and• Takes advantage of opportunities to learn about stakeholders and brings this information to own functional area.
Communication	• Shows understanding for communication tools appropriate for the audience but needs assistance in utilising them; • Expresses ideas in a clear and coherent manner but not always taking into account the needs of the audience; and • Assimilates information reasonably well.	• Expresses ideas to individuals and groups both in formal and informal settings; • Receptive to alternative viewpoints; • Adapts communication content and style according to the audience; • Delivers messages in a manner that gains support, commitment and agreement; • Compiles documents on complex matters that are clear, concise and well structured; • Communicates controversial sensitive messages to stakeholders tactfully; • Listens well and is receptive; and • Encourages participation and mutual understanding.	• Communicates high risk sensitive matters to all relevant stakeholders; • Develops well defined communication strategy; • Balances political views with organisational needs; • Steers negotiations around complex issues and arrive at a win/win situation; • Markets and promotes the organisation to external stakeholders; and • Communicates with the media without compromising the integrity of the organisation.

BS

Core Managerial Competencies	Proficiency Level		
	Basic 1-2	**Competent 3-4**	**Advance - 5**
Honesty and Integrity	• Follows through on commitments under supervision; and• Follows the rules and regulations of the organisation.	• Conducts self in accordance with organisational values;• Reports fraud, corruption, nepotism and maladministration;• Honours the confidentiality of matters;• Deals promptly, where conflict of interest arises;• Establishes trust and shows confidence in others;• Treats all employees with equal respect;• Takes responsibility for own actions;• Undertakes roles and responsibilities• Shares information openly, whilst respecting the principle of confidentiality.	• Develops and applies self-corrective measures;• Makes proposals;• Promotes transparent and accountable administration;• Acts decisively against corrupt and dishonest conduct;• Promotes the values and beliefs of the organisation internally and externally;• Co-operates with others and works as a team; and• Oversees the acceptance of responsibility and accountability in the organisation

BS