

**PERFORMANCE AGREEMENT  
FOR  
YEAR 2011/2012**

**MADE AND ENTERED INTO BY AND BETWEEN**

**THE COUNCIL OF THE iLEMBE DISTRICT  
MUNICIPALITY**

Herein represented by M D NEWTON, in his duly authorised capacity as the  
Municipal Manager of iLembe District Municipality

AND

G DOBIE  
as the Director Technical Services of the  
iLembe District Municipality  
(Employee)

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## 1. INTRODUCTION

(1) The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".

(2) Section 57(1)(b) of the Systems Act, read with the Memorandum of Agreement of Employment concluded between the parties, requires the parties to conclude an annual Performance Agreement. The employer must conclude a Performance Agreement within 90 days of assumption of duty and renew it annually within one month of the commencement of the beginning of the financial year.

(3) The parties will ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals as defined in the municipal IDP.

(4) The parties will ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

## 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to –

**2.1** Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act as well as the Memorandum of Agreement of Employment entered into between the parties;

**2.2** Communicate to the Employee the Employer's performance expectations and accountabilities by specifying objectives and targets as defined in the IDP;

**2.3** Specify accountabilities as set out in the Performance Plan marked Annexure "A" (Capital Budget) and Annexure "B" (Operating Budget)

**2.4** Monitor and measure performance against set targeted outputs; in terms of the said Performance Plan.

**2.5** Use the Performance Agreement and Performance Plan to assess whether the Employee has met the performance expectations applicable to his/her job;

**2.6** Appropriately reward the Employee in accordance with the Employer's performance management policy or institute sanctions for consistent under-performance.

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

### 3 COMMENCEMENT AND DURATION

3.1 This Agreement will commence on the 1 July 2011 and will remain in force until 30 June 2012 where after a new Performance Agreement and new Performance Plan shall be concluded between the parties for the next financial year or any portion thereof.

3.2 The parties will review the provisions of this Agreement during June each year and will conclude a new Performance Agreement (and Performance Plan) that replaces this Agreement at least once a year but not later than one month after the commencement of the new financial year.

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

3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

3.6 Any significant amendments/ deviations referred to in 3.4 and 3.5 above must take cognisance of, where relevant, the requirements of sections 34 and 42 of the Systems Act, and must be done in terms of regulation 4 (5) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager, 2006 ("the Regulations").

### 4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan sets out-

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

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

4.2 The performance objectives and targets reflected in Annexures "A" (**Capital Budget**) and "B" (**Operating Budget**) are set by the Employer in consultation with the Employee and based on the Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

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

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

## 5 PERFORMANCE APPRAISAL FRAMEWORK

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

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

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

5.4 The Employee undertakes to actively focus towards the promotion and implementation of the 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 shall be assessed shall consist of two components, both of which are contained in the Performance Agreement.

5.6 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.

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

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

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

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National Key Performance Areas (KPA's) in his/her Performance Plan	IDM Priorities as per the NKPA	Weighting
1. Basic Service Delivery	Water Sanitation	65%
2. Financial Viability & Management	Expenditure	20%
3. Socio Economic Development	Jobs created through capital projects	5%
4. Municipal Development & Institutional Transformation	People management / Coaching sessions	10%
Total		100%

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

Annexure "C" provides the scoring template for the Core Competency requirements identified in the Table hereunder.

Core Competency Assessments will be conducted during quarterly face-to-face Performance Assessments. The Mayor shall conduct Core Competency Assessments for the Municipal Manager. The Municipal Manager shall conduct Core Competency Assessments for Section 57 Managers. Where agreement on the allocation of a score (on the range 1 – 5) cannot be reached, the onus rests with the Employee to provide evidence of their claim to possession of the disputed Core Competency.

Annexure "C" herein is a summary. Detailed criteria for core competency assessments are reflected in the municipality's PMS Policy and User Manual as Annexure B. The assessors will refer to that policy for what specific components of a Core Competency need to be demonstrated in order to qualify for the score awarded.

Core Competency Requirements for Managers		
Core Managerial Competencies (CMC)	Brief Description	WEIGHT
Programme and Project Management	To be inserted in the customisation of individuals' Performance Agreements	15
Financial Management – COMPULSORY	Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes – See Additional Notes below	20
Service Delivery Innovation	To be inserted in the customisation of individuals' Performance Agreements – if applicable / optional	10

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People Management and Empowerment - <b>COMPULSORY</b>	Manages and encourages people, optimises their outputs and effectively manages relationships to achieve organisational goals – See Additional Notes	10
Client Orientation and Customer Focus - <b>COMPULSORY</b>	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice – See Additional Notes	15
Accountability and Ethical Conduct	To be inserted in the customisation of individuals' Performance Agreements – if applicable / optional <b>See Additional Notes</b>	10
Partnership and Stakeholder Relations	To be inserted in the customisation of individuals' Performance Agreements – if applicable / optional	5
Supply Chain Management	To be inserted in the customisation of individuals' Performance Agreements – if applicable / optional <b>See Additional Notes</b>	15
		100%

#### Additional Notes:

#### Compulsory

The compulsory Core Competencies above (Financial Management, People Management and Customer Focus) will all routinely be scored according to Annexure B in the municipality's PMS Policy and User Manual.

Financial Management is further measured in all managers' performance plans against a performance target.

In addition to the guidelines in Annexure B of the PMS Policy and User Manual, People Management as a core competency is expected to contribute to the reduction of the costs associated with a failure to contain overtime, telephone/cell phone & internet usage as well as subsistence and travel.

Likewise, with Customer Focus, an additional competence is highlighted herewith. Managers will be judged according to their ability to comply with Inter-Departmental Service Level Agreements (SLAs) designed to enhance service delivery to the public. These inter-departmental SLAs will be developed in the first quarter of the financial year. In the remaining three quarters of the financial year, these SLAs will be monitored for individual manager's competence in complying with the same.

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## Optional

For the optional Core Competencies above (Accountability & Ethical Conduct as well as Supply Chain Management – Annexure B in the municipality's PMS Policy and User Manual will routinely apply.

With the Accountability core competence, the ability to meet all reporting timeframes / deadlines will be considered additionally. Monitoring of the manager's ability to provide the relevant information required in the provincially prescribed COGTA Datasheets, on a quarterly basis. – will be a final consideration when awarding a score at assessment time.

Supply Chain Management is also selected for additional attention, if deemed applicable to the individual manager. Over and above Annexure B in the municipality's PMS Policy and User Manual, the manager's competence will be assessed against his/her ability to generate appropriate Key Performance Indicators and Timeframes for external Service Providers. These must be captured in SLAs per Service Provider. The ability to produce quarterly / annual assessments of Service Providers' performance against the Targets in these SLAs, in managers' routine PMS reports will be additionally assessed in Core Competency Assessments.

## 6. EVALUATING PERFORMANCE

6.1 The organisation's PMS Policy and User Manual to be read together with 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 shall be documented up-front in this Performance Agreement and additional needs may be identified during any performance review discussion. Annexure "D" documents in a Personal Development Plan, the Employee's personal growth and development needs at the beginning of the financial year as well as the actions agreed to. Implementation must take place within set time frames, including attendance at, at least 1 week-long training workshop per year – to allow the Employee to remain abreast of the latest developments in his/her field of work for the Employer.

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

6.5 The annual performance appraisal will involve:

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**6.5.1** Assessment of the achievement of results as outlined in the SDBIP/Performance Scorecard:

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

#### **6.5.2 Assessment of the CMCs**

- (a) Each CMC should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CMC.
- (c) The applicable assessment rating calculator (refer to paragraph 7.5.1 above) must then be used to add the scores and calculate a final aggregate score.

#### **6.5.3 Overall rating**

An overall rating is automatically generated by the municipality's District Information Management System (DIMS) PMS module.

### **7. Management of Performance Outcomes**

Detail regarding the recognition and commensurate rewards for performance exceeding stipulated targets in the SDBIP are documented in the municipality's PMS Policy and User Manual – according to the August 2006 PMS Regulations.

Annexure "E" provides the process to be followed in the event the Employer fails to meet his/her performance objectives. Poor performance shall be deemed consistent once two consecutive quarterly performance face-to-face appraisals reveal declining achievements against set targets.

### **8. Recognition for Performance of Additional Tasks**

Over and above KPA's where performance will be measured against SDBIP entries, recognition may be given for the performance of additional tasks. Rewards will be at the discretion of the iLembe District Municipality's Executive Committee.

### **9. General**

The following matters are further regulated in the municipality's PMS policy and User Manual:

- Schedule of Performance Reviews
- Developmental Requirements
- Obligations of the Employer

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- Consultation
- Dispute Resolution

and are not reproduced herewith.

### **10. Performance Reporting Deadlines**

Departmental performance reports are due monthly, for the previous month – 14 days after the end of the previous month.


Quarterly, Half-Year and Annual Departmental Performance Reports are subject to this deadline and must include by the same deadline – Portfolios of Evidence in support of performance information submitted.

Quarterly, Half-Year and Annual Departmental Performance Face-to-Face Appraisals must be held after 10 days of the submission of Performance Reports and Portfolios of Evidence. Core Competency Assessments must be concluded by the same deadline as face-to-face appraisals contemplated above.

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SIGNED AT KwaDukuza ON THIS THE 15<sup>th</sup> DAY OF July 2011

AS WITNESSES:

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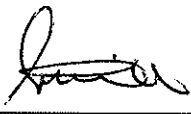


THE MUNICIPALITY  
(Municipal Manager)

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SIGNED AT KwaDukuza ON THIS THE 15<sup>th</sup> DAY OF July 2011

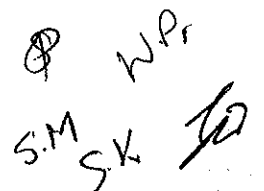
AS WITNESSES:

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THE EMPLOYEE  
(G DOBIE)

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**ANNEXURE A:**

**CAPITAL BUDGET SDBIP (compulsory)**  
**(Attached)**

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2011/2012 Departmental SDBIP - Technical Services (Capital)




National KPA	IDP Objective	Objective	Key Performance Area (KPA)	Baseline indicator	Key Performance Indicator's	Annual Target	Budget	Performance - as per target			Responsible Individual	
								Quarter ending 30-Sep-11	Quarter ending 31-Dec-11	Quarter ending 31-Mar-12		Quarter ending 30-Jun-12
NEW WATER ACCESS								Projected	Projected	Projected	Projected	
	To provide sustainable infrastructure that will render water and sanitation services	To deliver water infrastructure to deliver effective services & reduce the backlog	To provide a sustainable Bulk water System - Ngcebo /KwaDukuza Water Supply (Maphumulo Ward 7, Ndwedwe Ward 7 and Ndwedwe Ward 3)	a) hh b) % construction c) Expenditure	a) No of hh with access to water b) Progress towards completion c) Expenditure	a) 1109 hh served b) 100% completion c) R38m spent	R38m	a) 0hh b) 30% c) R6.5m	a) 0hh b) 50% c) 8.5m	a) 0hh b) 85% c) R11.5m	a) 1109 hh b) 100% c) R11.5m	Manager Technical Services
	To provide sustainable infrastructure that will render water and sanitation services	To deliver water infrastructure to deliver effective services & reduce the backlog	To provide a sustainable Bulk water System - Ngcebo Community Water Supply	a) hh b) % construction c) Expenditure	a) No of hh with access to water b) Progress towards completion c) Expenditure	a) 1800 hh served b) 100% completion c) R2.8m spent	R2.8m	a) 300hh b) 30% c) R600k	a) 600hh b) 60% c) R1m	a) 400hh b) 75% c) R1.2m	a) 500hh b) 100% c) R0	Manager Technical Services
	To provide sustainable infrastructure that will render water and sanitation services	To deliver water infrastructure to deliver effective services & reduce the backlog	Hlimbithwa 1 Water Supply	a) hh b) % progress c) Expenditure	a) No of hh with access to water b) Progress towards completion c) Expenditure	a) 747 hh served b) 100% completion c) R1.85m spent	R 1,850,000.00	a) 474 hh b) 100% c) R1.85m	a) n/a b) n/a c) n/a	a) n/a b) n/a c) n/a	a) n/a b) n/a c) n/a	Manager Technical Services
	To provide sustainable infrastructure that will render water and sanitation services	To deliver water infrastructure to deliver effective services & reduce the backlog	San Souci Bulwer Farm Extension (KwaDukuza Ward 1)	a) hh b) % progress c) Expenditure	a) No of hh with access to water b) Progress towards completion c) Expenditure	a) 1790 hh served b) 100% completion c) R2m spent	R2m	a) 0hh b) 20% c) R750k	a) 0hh b) 50% c) R500k	a) 0hh b) 80% c) R750k	a) 1790 hh b) 100% c)	Manager Technical Services
	To provide sustainable infrastructure that will render water and sanitation services	To deliver water infrastructure to deliver effective services & reduce the backlog	Ozwathini Gwensa/Miamula Water Supply (Ndwedwe Ward 4)	a) hh b) % progress c) Expenditure	a) No of hh with access to water b) Progress towards completion c) Expenditure	a) 3270 hh served b) 100% completion c) R9 m spent	R9M	a) 0hh b) 30% c) R1.2m	a) 0hh b) 60% c) R3.5m	a) 0hh b) 85% c) R3.5m	a) 3270 hh b) 100% c) R2.5m	Manager Technical Services
	To eradicate the backlogs and cater for future demands that may arise out of the new developments that are likely to be implemented within the Ilembe District Municipality.	To deliver water infrastructure to deliver effective services & reduce the backlog	Macambini Water Supply Phase 2	a) hh b) % construction c) Expenditure	a) No of hh with access to water b) Progress towards construction c) Expenditure	a) 0 hh served b) 90% construction c) R24m spent	R24M	a) 0 hh b) 20% c) R5m	a) 0 hh b) 40% c) R4m	a) 0 hh b) 70% c) R7.5m	a) 0 hh b) 90% c) R7.5m	Manager Technical Services
	To eradicate the backlogs and cater for future demands that may arise out of the new developments that are likely to be implemented within the Ilembe District Municipality.	To deliver water infrastructure to deliver effective services & reduce the backlog	Role out water reticulation infrastructure to address both the backlogs and the 'frontlogs' (future growth needs) - Ndulfinde Water Supply Scheme (Mandeni Ward 5)	a) hh b) % construction c) ?? Expenditure	a) No of hh with access to water b) Progress towards completion c) Expenditure	a) 2814 hh served b) 100% construction c) R24m spent	R24M	a) 0hh b) 30% c) R5m	a) 0hh b) 60% c) R4m	a) 0hh b) 85% c) R7.5m	a) 2814 hh b) 100% c) R7.5m	Manager Technical Services

TOTAL HOUSEHOLD BENEFICIARIES TARGETED FOR NEW WATER PROVISION: 11530 hh  
TOTAL EXPENDITURE TARGETED: R101.65m

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2011/2012 Departmental SDBIP - Technical Services (Capital)

National KPA	IDP Objective	Objective	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicator's	Annual Target	Budget	Performance - as per target						Responsible Individual		
								Quarter ending 30-Sep-11		Quarter ending 31-Dec-11		Quarter ending 31-Mar-12			Quarter ending 30-Jun-12	
								Projected	Projected	Projected	Projected	Projected	Projected		Projected	Projected
<b>NEW SANITATION ACCESS</b>																
Infrastructure & Service Delivery	To provide sustainable infrastructure that will render water and sanitation services	To deliver infrastructure: Basic sanitation (VIP's)	To role out the sanitation infrastructure to meet the National target (2014) - Ndwedwe	To be established by plan	a) No of hh with access to VIP b) Expenditure	a) 1400 hh b) R10m	R9m	a) 0hh b) R2.5m	a) 0hh b) R2.5m	a) 0hh b) R2.5m	a) 1400hh b) R1.5m	Manager Technical Services				
	To provide sustainable infrastructure that will render water and sanitation services	To deliver infrastructure: Basic sanitation (VIP's)	To role out the sanitation infrastructure to meet the National target (2014) - Mandeni	To be established by plan	a) No of hh with access to VIP b) Expenditure	a) 1400 hh b) R10m	R9m	a) 0hh b) R2.5m	a) 0hh b) R2.5m	a) 1400hh b) R1.5m	Manager Technical Services					
	To provide sustainable infrastructure that will render water and sanitation services	To deliver infrastructure: Basic sanitation (VIP's)	To role out the sanitation infrastructure to meet the National target (2014) - Maqumbi Phase 2 (Maphumulo)	To be established by plan	a) No of hh with access to VIP b) Expenditure	a) 1400 hh b) R10m	R9m	a) 0hh b) R2.5m	a) 0hh b) R2.5m	a) 1400hh b) R1.5m	Manager Technical Services					
<b>TOTAL HOUSEHOLD BENEFICIARIES TARGETED FOR NEW SANITATION PROVISION: 4200 hh (VIPs)</b>																
<b>TOTAL EXPENDITURE TARGETED: R27m</b>																

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2011/2012 Departmental SDBIP - Technical Services (Capital)

National KPA	IDP Objective	Objective	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicators	Annual Target	Budget	Performance - as per target						Responsible Individual		
								Quarter ending 30-Sep-11		Quarter ending 31-Mar-12		Quarter ending 31-Dec-11			Quarter ending 30-Jun-12	
								Projected	Projected	Projected	Projected	Projected	Projected		Projected	Projected
<b>REFURBISHMENT</b>																
	To provide sustainable infrastructure that will render water and sanitation services	To ensure sustainable provision of sanitation services	KwaDukuza Sewer Reticulation upgrades	New project	a) Percentage completion of sewer replacement by deadline b) Percentage expenditure spent	a) 100% by 30 June 2012 b) R5m	R5m	a) Appointment of s/provider b) R35000	a) 10% b) R1m	a) 50% b) R1.5m	a) 100% b) R 2.3m	Manager WSP - KZN292/293				
	To provide sustainable infrastructure that will render water and sanitation services	To ensure sustainable provision of sanitation services	KwaDukuza Water Conservation & Demand	New project	a) Length of pipe replaced (kms) b) Expenditure	a) 6.5 km b) R6 mil	R6 mil	a) Appoint S/P b) 35 000	a) 1.2 km b) 1.2 mil	a) 3.6 km b) 3.6 mil	a) 6.5 km b) 6 mil	Manager WSP - KZN292/293				
	To provide sustainable infrastructure that will render water and sanitation services	To ensure sustainable provision of sanitation services	KwaDukuza Nsuzi River Abstraction Renovation	Abstraction works dysfunctional	a) Percentage construction b) Expenditure	a) 100% by end June 2012 b) R4.2m	R4.2m	a) N/A b) R500k	a) 10% b) R1.2m	a) 60% b) R1.5m	a) 100% b) R1m	Manager WSP - KZN292/293				
	To provide sustainable infrastructure that will render water and sanitation services	To ensure improvement of effluent quality	Stanger Sewerage works upgrade	New project	a) Percentage construction b) Expenditure	a) 100% by end June 2012 b) R4m	R4m	a) N/A b) R500k	a) 10% b) R1m	a) 60% b) R1.5m	a) 100% b) R1m	Manager WSP - KZN292/294				
	To provide sustainable infrastructure that will render water and sanitation services	To ensure reduction in sewage spillages	KwaDukuza Sewer Pump stations	New project	a) Percentage construction b) Expenditure	a) 100% by end June 2012 b) R1.5m	R1.5m	a) N/A b) R0	a) 10% b) R500k	a) 60% b) R500k	a) 100% b) R500k	Manager WSP - KZN292/294				
	To provide sustainable infrastructure that will render water and sanitation services	To ensure sustainable provision of sanitation services	KwaDukuza Reservoirs cleaning	a) No reservoirs upgraded b) R0	a) No of reservoirs upgraded b) Expenditure	a) 3 reservoirs c) R300k	R 300,000.00	a) N/A c) R0	a) 1 Reservoir upgrade b) R100000	a) 1 Reservoir upgrade c) R100000	a) 1 Reservoir upgrade c) R100000	Manager WSP - KZN292/293				
	To provide sustainable infrastructure that will render water and sanitation services	To ensure sustainable provision of sanitation services	Relocation of Sundumbili Reticulation pipeline - Phase 3	a) Frequent breaks / water loss - Mid block pipelines - no meters - Phase 1 100% & Phase 2 95%.	a) Length of pipeline relocated b) Number of meters installed	a) 28. km pipeline to be replaced b) 800 Meters to be replaced c) R6m exp	R6m	a) Appointment of contractor, site establishment b) No meters c) R500,000 exp.	a) 4km b) 0 Meters c) R1,200,000 exp.	a) 12km b) 0 Meters c) R2,500,000 exp.	a) 28 km b) 800 Meters c) R1,800,000 exp	Manager WSP KZN291/294				

Infrastructure & Service Delivery

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2011/2012 Departmental SDBIP - Technical Services (Capital)

National KPA	IDP Objective	Objective	Key Performance Area (KPA)	Baseline indicator	Key Performance Indicators	Annual Target	Budget	Performance - as per target						Responsible Individual		
								Quarter ending 30-Sep-11		Quarter ending 31-Dec-11		Quarter ending 31-Mar-12			Quarter ending 30-Jun-12	
								Projected	Projected	Projected	Projected	Projected	Projected		Projected	Projected
Infrastructure & Service Delivery	To provide sustainable infrastructure that will render water and sanitation services	To ensure sustainable provision of sanitation services	Sundumbili Meter Installations NOTE: In previous SDBIP the project name was Water Conservation & Demand	a) Aged AC pipelines Frequent burst	a) Number of kilometres Pipes replaced in Mandeni b) Number of illegal connections legalised c) Number of unmetered connections having meters installed d) Expenditure	a) Replacement of 2km AC Pipes in Mandeni b) 500 c) 1482 d) R 5m	R5m	a) N/A b) N/A c) N/A d) N/A	a) 1 km b) 100 c) 300 d) 1 m	a) 1.5 km b) 300 c) 600 d) 3 m	a) 2 km b) 500 c) 1482 d) 1 m	Manger WSP KZN291/294				
	To provide sustainable infrastructure that will render water and sanitation services	To ensure sustainable provision of sanitation services	Sundumbili Sewerage works upgrade	In efficient Chlorine dosing room	a) % Progress in desludging of ponds b) Expenditure	a) 100% b) R500k	R 500,000.00	a) 50% b) R300k exp	a) 80% b) R100k exp	a) 100% b) R100k exp	N/A	Manger WSP KZN291/294				
	To provide sustainable infrastructure that will render water and sanitation services	To deliver infrastructure:	Water Demand Management & Conservation	Illegal water connections: Areas not metered in Ntunjambili (Maphumulo)	a) Number of meters installed by deadline b) Expenditure	a) 1300 meters to be installed b) R2.3m	R2.3m	a) 300 b) R500k	a) 300 b) R700k	a) 300 b) R600k	a) 400 b) R500k	Manger WSP KZN291/294				
	To provide sustainable infrastructure that will render water and sanitation services	To deliver infrastructure:	Water Demand Management & Conservation	Illegal water connections: Areas not metered in Masibambisane (Mandeni)	a) Number of meters installed by deadline b) Expenditure	a) 1400 meters to be installed b) R2m	R2m	a) 350 b) R500k	a) 350 b) R500k	a) 350 b) R500k	a) 350 b) R500k	Manger WSP KZN291/294				
	To provide sustainable infrastructure that will render water and sanitation services	To ensure sustainable provision of sanitation services	Maphumulo Reservoirs cleaning	a) No reservoirs upgraded b) R0	a) % Progress completion in removing all silt from all reservoirs b) expenditure	a) 100% c) R100k	R 100,000.00	a) N/A c) R0	a) 40% b) R50000	a) 80% c) R20000	a) 100% c) R30000	Manger WSP KZN291/295				
	To provide sustainable infrastructure that will render water and sanitation services	To ensure sustainable provision of sanitation services	Mandeni Reservoirs cleaning	a) No reservoirs upgraded b) R0	a) % Progress completion in removing all silt from all reservoirs b) expenditure	a) 100% c) R100k	R 300,000.00	a) N/A c) R0	a) 40% b) R120k	a) 80% c) R100k	a) 100% c) R80k	Manger WSP KZN291/296				
	To provide sustainable infrastructure that will render water and sanitation services	To deliver infrastructure: upgrade of pump station	To upgrade Waste Waterworks to comply with general standards	pump station - non compliance e with General Standards	% Compliance	100% Compliance - June 2012	R 272,040.00	50% compliance	90% compliance	100% compliance	100% compliance	DD				

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ANNEXURE B:

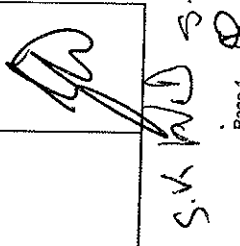
OPERATING BUDGET SDBIP (compulsory)  
**(Attached)**

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National KPA	IDP Objective	Objective	Municipal Strategies (KPA)	Baseline Indicator	Key Performance Area KPI's	Annual Target	Budget	Performance - as per target				Responsible Individual
								Quarter ending 30-Sep-11	Quarter ending 31-Dec-11	Quarter ending 31-Mar-12	Quarter ending 30-Jun-12	
Infrastructure & Service Delivery	To provide sustainable infrastructure that will render water and sanitation services	To plan Siza Waters Activities in service of IDM's WSA responsibilities	Siza Water 5 year Plan/Contract	Previous 5yr Siza Water Plan Reviewed	Siza Water 5 year contract signed by deadline	End December 2011	Salaries	Projected	Projected	Projected	Projected	Director TS
	To provide sustainable infrastructure that will render water and sanitation services	To ensure sustainable provision of sanitation services	Effluent Treatment	95% compliant with SABS std	% compliance with SABS standard	100% compliant with SABS std	Salaries	100% compliant with SABS std	100% compliant with SABS std	100% compliant with SABS std	100% compliant with SABS std	DD
	To provide sustainable infrastructure that will render water and sanitation services	To ensure sustainable provision of water and sanitation services	Repairs and Maintenance	New indicator	% operational budget spent on repairs and Maintenance	5%	Rxx	2%	3% cumulative	4% cumulative	5% cumulative	Director TS
	To ensure the quality of drinking water in the region is improved.	To ensure sustainable provision of water services	Blue & Green drop status	Blue & Green drop status	% progress in achieving the blue drop status in water and Green drop status or results in sanitation within the district	Blue and green drop status / Result	R 500,000	70%	80%	90%	100%	Director TS
	To ensure the quality of drinking water in the region is improved.	To monitor water assets in dispersed areas from a central point	Use of Telemetry System	Telemetry in KwaDukuza at 70%	Fully functional Telemetry System in KwaDukuza	100%	R3.5m	Service Provider appointed	80%	90%	100%	DD
	To provide sustainable infrastructure that will render water and sanitation services	To ensure sustainable provision of sanitation services	Lembe DM specific Sanitation infrastructure	24 hrs	Turnaround time on responding to complaints on sanitation	within 24 hours	Nil	service reinstated within 24 hours	service reinstated within 24 hours	service reinstated within 24 hours	service reinstated within 24 hours	DD
	To provide sustainable infrastructure that will render water and sanitation services	To ensure sustainable provision of water services	Lembe DM specific Water Infrastructure	48hrs	Turnaround time on responding to complaints on sanitation	within 48 hours	Nil	service to be reinstated within 48 hours	service to be reinstated within 48 hours	service to be reinstated within 48 hours	service to be reinstated within 48 hours	DD
	To build systems and mechanisms for accountability to ensure functionality, efficiency, effectiveness and value for money including public participation	To monitor the performance of the service providers with each department	Monitor service provider performance	New Indicator	Turnaround time of signing the SLA after the appointment of the service provider	5 days	Salaries	5 days	5 days	5 days	5 days	Director TS
	To build systems and mechanisms for accountability to ensure functionality, efficiency, effectiveness and value for money including public participation	To monitor the performance of the service providers with each department	Monitor service provider performance	New Indicator	Reports from service providers received in line with signed SLA	monthly	Salaries	Monthly	Monthly	Monthly	Monthly	Director TS
	To manage the Municipalities resources to ensure financial viability and sustainability	To manage Departments budget	Financial Management	New Indicator	% Budget spent	100%	Salaries	25	25	25	25	Director TS
To manage the Municipalities resources to ensure financial viability and sustainability	To manage Departments budget	Financial Management	New Indicator	% Reduction of telephone expenditure	10% reduction	Salaries	2%	4% cumulative	7% cumulative	10% cumulative	Director TS	
Informational Transformation & Development	To transform and improve the institutional character and capacity to deliver services appropriately and effectively	To manage the staff component of the Municipality	Performance Management	New Indicator	No of coaching sessions of employees' performance conducted timeously	4	Salaries	1	1	1	1	Director TS

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## ANNEXURE C:

## CORE COMPETENCY SCORING TEMPLATE

Score on Core Competency Assessment	Description
1 (Not Yet Competent)	Demonstrates none of the guideline's components of the core competency
2. (Basic Competence)	Applies basic concepts and methods but requires supervision and coaching
3. (Competent)	Independently develops and applies more advanced concepts and methods. Plans and guides the work of others. Performs analysis.
4. (Advanced)	Understands and applies more complex concepts and methods. Leads and directs people or groups of recognised specialists. Able to perform in-depth analysis.
5. (Expert)	Sought out for deep, specialised expertise. Leads the direction of the entire organisation. Defines models/theories of best practice.

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 [Signature]

ANNEXURE D:

PERSONAL DEVELOPMENT PLAN (PDP)

Competency to be Addressed	Proposed Actions	Responsibility	Time-frame	Expected Outcome
Certificate Prog in Mngt Develop	Training	Council (Wits University)	8 months	Minimum competency levels by Nat Transition


  
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**ANNEXURE E:****PROCESS TO MANAGE POOR PERFORMANCE**

In the event that the employee consistently fails to meet his/her performance targets, over a minimum of two consecutive face-to-face quarterly performance appraisals, Schedule 8, Section 9 – of the Labour Relations Act: Code of Good Practice: Dismissal - shall be followed, together with the following guidelines.

**1. Prerequisites to Starting the Poor Performance and Incapacity Process**

- i. The onus lies with the Municipal Manager in the case of Section 57 Managers and with Section 57 Managers in the case of Level 3 Managers to ensure that the subordinate knows what is required.
- ii. Objectives/targets, Key performance Indicators and deadlines should be agreed with the Employer
- iii. The employee should be given appropriate training, coaching and instructions in order to be able to meet the required objectives
- iv. The employee must have the means/equipment to perform the required objectives and
- v. The employee must be given regular feedback on his/her performance.

**2. Formal Counselling Session**

- i. The employee's direct Manager/Senior is responsible for conducting any formal counselling sessions on poor performance. The counselling session is an opportunity to formally plan and agree on corrective action, to:
  - ii. Identify why the employee is failing to meet the required performance standards/objectives
  - iii. Agree on a plan to assist the employee in achieving the required standards/objectives and give the employee a fair opportunity to improve his/her performance
  - iv. Make the employee aware of the potential consequences of not complying with performance requirements and
  - v. Ensure that these meetings are documented (and co-signed off by both parties) so that procedural fairness can be proved in the event of any future disputes and/or additional disciplinary action being taken.

**3. Formal Disciplinary Process/Corrective Action**

- i. Should the employee, after a reasonable period for improvement, which shall not be less than three months nor more than six months, continue to perform unsatisfactorily, notwithstanding appropriate evaluation, instruction, guidance and/or counselling – formal disciplinary steps shall be implemented
- ii. A formal disciplinary committee hearing shall be held in accordance with the provisions in the Labour Relations Act , Number 42 Of 1996 (as amended) – the outcome of which may include a final written warning and finally dismissal as a last resort.

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