

PERFORMANCE AGREEMENT

IN TERMS OF THE LOCAL GOVERNMENT:
MUNICIPAL SYSTEMS ACT,
2000 (32 OF 2000)

AND

LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR
MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO
MUNICIPAL MANAGERS, 2006

Entered into by and between

The CITY OF MATLOSANA herein represented by

S.G MABUDA

in his capacity as

Acting Municipal Manager
(hereinafter referred to as the Employer)

And

K.S. MASISI

As the

Director Infrastructure and Utilities
(hereinafter referred to as the Employee)

For the Period

01 July 2011 To 30 June 2012

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The **CITY OF MATLOSANA** herein represented by Sipho Gift Mabuda (full name) in his capacity as Acting Municipal Manager (hereinafter referred to as the **Employer**) and Kehitlhile Samuel Masisi (full name) Employee of the Municipality (hereinafter referred to as the **Employee**).

Collectively referred to as the "Parties".

WHEREBY IT IS AGREED AS FOLLOWS:

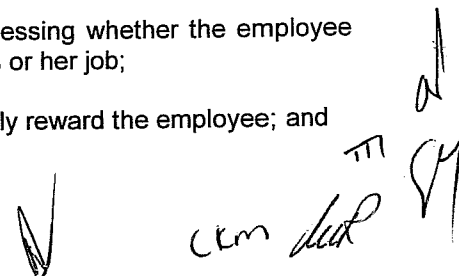
1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1) (b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 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 employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and

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

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 01 July 2011 and will remain in force until 30 June 2012, subject to the provisions of clause 3.2.
- 3.2 This Agreement is subservient to the employment agreement of the Employee and will automatically terminate on the termination of the **Employee's** contract of employment for whatever reason.
- 3.3 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon, as agreed between the Parties and in compliance with clause 10 of this agreement.
- 3.4 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 as agreed between the Parties and in compliance with clause 10 of this agreement.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
- 4.1.1 the performance objectives and targets that must be met by the **Employee**; 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 the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.2.1 The key objectives describe the main tasks that need to be done.
- 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system which provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.

can be done

- 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 shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	100%
Municipal Institutional Development and Transformation	
Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance and Public Participation	
Total	100%

- 5.7 In the case of Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs 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**. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership		10%
Programme and Project Management		10%
Financial Management		10%
Change Management		
Knowledge Management		
Service Delivery Innovation		10%

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- Handwritten initials "G" are written below the text.

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Problem Solving and Analysis		
People Management and Empowerment		10%
Client Orientation and Customer Focus		10%
Communication		
Honesty and Integrity		10%
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative an national policy frameworks		
Knowledge of Performance Management and Reporting		10%
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		10%
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		10%
Total percentage	-	100%

6. EVALUATING PERFORMANCE

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

6.1.1 the standards and procedures for evaluating the **Employee's** performance; and

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

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

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

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

6.5 The performance appraisal will involve:

6.5.1 **Assessment of the achievement of results as outlined in the Performance Plan:**

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

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- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

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

6.5.3 Overall rating

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

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

Level	Terminology	Description	Rating				
			1	2	3	4	5
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.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that 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.					

6.7 For purposes of evaluating the performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the Mayoral Committee;
- 6.7.4 Mayor and/or Municipal Manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the Performance of Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established -

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the Mayoral Committee; and
- 6.8.4 Municipal Manager from another municipality.

6.9 The Manager responsible for Human Resources of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.7 and 6.8.

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

First quarter	:	July – September 2011
Second quarter	:	October – December 2011
Third quarter	:	January – March 2012
Fourth quarter	:	April – June 2012

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7.2 The **Employer** shall keep a record of all assessment meetings.

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

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

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

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure B).

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

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

- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;
- 10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
- 10.1.3 a substantial financial effect on the **Employer**.

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

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11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1

Performance Score		Performance Bonus Percentage
From	To	
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

- 11.3 In the case of unacceptable performance, the **Employer** shall –
- 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
- 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
- 12.1.1 A member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.
- 12.2 In the event that the mediation process contemplated above fails, clause 21.3 of the Contract of Employment shall apply.

13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

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

14. PERFORMANCE APPRAISALS

14.1 The **Employee** will be responsible for developing annual performance work plans and conducting performance appraisals with all staff in the Directorate as stipulated in Section 5 of the 2011 Performance Management System Framework and Policy document.

Thus done and signed at Klerksburg on this the 16 day of May 2011.

AS WITNESSES:

1. [Signature]

2. [Signature]

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]
EMPLOYEE




[Signature]
EMPLOYER

Performance Plan

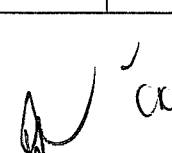
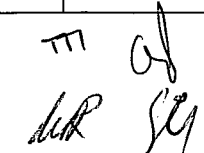
DIRECTOR INFRASTRUCTURE & UTILITIES

K S Masisi

CITY OF MATLOSANA
Period 01 July 2011 to 30 June 2012

DIRECTOR INFRASTRUCTURE & UTILITIES																			MR. SM MASISI	
DEPARTMENT: CIVIL ENGINEERING																				
IDP PROJECTS																				
Project ID.	Vote No.	Item Nr. (Section)	Supervisor	Responsible Person	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Annual Target	Revised Target	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence	
IDP - Grant - Project spread over 2 years		DMS1	Director Infra & Utilities	S Masisi	Service Delivery & Infrastructure Development	To plan a Multi Purpose Sport & Cultural Centre to improve socio economic conditions	Multi Purpose Sport & Cultural Centre (Phase1) planned	Planning a Multi Purpose Sport & Cultural Centre (Phase1) in Jouberton at a cost of R5,000,000 by March 2012 - Planning phase only		Roll-Over	1	SCM Process								
											2	Service provider appointed								
											3	Construction								
											4	Multi Purpose Sport & Cultural Centre completed								
IDP - MIG Funded		ROA1	Director Infra & Utilities	P Mongati	Service Delivery & Infrastructure Development	To pave taxi routes and upgrade storm water drainage systems to ensure a better accessibility to the community	Km taxi routes paved and storm water drainage system upgraded as per program in Jouberton (Phase 5)	Paving of 5.1 km taxi routes and upgrading of storm water drainage system as per program in Jouberton (Phase 5) at a cost of R44,500,000 by June 2012 R4.5		Phase 4 completed - 5,97 km	1	Planning, Design & SCM Process							Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.	
											2	Appointment of contractor & Construction (1.5 km)								
											3	3 km Road paved								
											4	5.1 Km Road paved - project completed								
IDP - MIG Funded		ROA2	Director Infra & Utilities	P Mongati			Km taxi routes paved and storm water drainage system upgraded as per program in Tigane (Phase 5)	Paving of 3.2 km taxi routes and upgrading of storm water drainage system as per program in Tigane (Phase 5) at a cost of R6,500,000 by June 2012 R6.0		Phase 4 completed - 3.672 km	1	Planning, Design & SCM Process							Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.	
											2	Appointment of contractor & Construction (0.5 km)								
											3	2 km Road paved								
											4	3.2 Km Road paved - project completed								
IDP - MIG Funded		ROA3	Director Infra & Utilities	P Mongati			Km taxi routes paved and storm water drainage system upgraded as per program in Khuma (Phase 5)	Paving of 3.4 km taxi routes and upgrading of storm water drainage system as per program in Khuma (Phase 5) at a cost of R6,500,000 by June 2012 R6.0		Phase 4 completed - 3.675 km	1	Planning, Design & SCM Process							Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.	
											2	Appointment of contractor & Construction (0.7 km)								
											3	2 km Road paved								
											4	3.4 Km Road paved - project completed								
IDP - MIG Funded		ROA4	Director Infra & Utilities	P Mongati			Km taxi routes paved and storm water drainage system upgraded as per program in Alabama (Phase 4)	Paving of 2.6 km taxi routes and upgrading of storm water drainage system as per program in Alabama (Phase 4) at a cost of R6,500,000 by June 2012 R6.0		Phase 3 completed - 3.672 km	1	Planning, Design & SCM Process							Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.	
											2	Appointment of contractor & Construction (0.6 km)								
											3	1.5 km Road paved								
											4	2.6 Km Road paved - project completed								
IDP - MIG Funded		ROA5	Director Infra & Utilities	P Mongati			Km taxi routes paved and storm water drainage system upgraded as per program in Kanana (Phase 5)	Paving of 3.249 km taxi routes and upgrading of storm water drainage system as per program in Kanana (Phase 5) at a cost of R6,500,000 by June 2012 R6.0		Phase 4 completed -3.431 km	1	Planning, Design & SCM							Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.	
											2	Appointment of contractor & Construction (0.6 km)								
											3	1.8 km Road paved								
											4	3.249 Km Road paved - project completed								

IDP - MIG Funded		ROA6	Director Infra & Utilities	P Mongati	Service Delivery & Infrastructure Development	To provide main storm water drainage to ensure new infrastructure and better service delivery	Km main storm water drainage constructed in Jouberton from _____ to Schoonspruit river	Constructing a _____ km main storm water drainage in Jouberton from _____ to Schoonspruit river at a cost of R6,000,000 by June 2012 <i>R6.0</i>	?	3.8 Km	1	Planning, Design & SCM Process							Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.
											2	Appointment of contractor & Construction (0. km)							
											3	km open stormwater							
											4	km open stormwater							
IDP - MIG Funded		ROA7	Director Infra & Utilities	P Mongati	Service Delivery & Infrastructure Development	To construct stone pitching and lining of storm water drainage to ensure the speedy flow of water during raining seasons	Km stone pitching constructed and km of storm water drainage lined in Khuma from _____ to _____	Constructing _____ km stone pitching and lining _____ km of storm water drainage in Khuma from _____ to _____ at a cost of R3,757,000 by June 2012 <i>?</i>	?	New project	1	Planning, Design & SCM Process							Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.
											2	Appointment of contractor & Construction (0.6 km)							
											3	km open stormwater							
											4	km open stormwater							
IDP Council Funded		ROA8	Director Infra & Utilities	P Mongati	Service Delivery & Infrastructure Development	To reseal roads to maintain the existing road infrastructure	Km roads resealed in the KOSH as per program	Resealing of 20 km roads in the KOSH as per program at a cost of R5,500,000 by June 2012		15 Km Resealed	1	5 km Resealed							Priority list. Appointment letter. Certificates. Physical road resealed. Proof of payment.
											2	5 km Resealed							
											3	5 km Resealed							
											4	5 km Resealed							
IDP Council Funded		ROA9	Director Infra & Utilities	P Mongati	Service Delivery & Infrastructure Development	To upgrade the Mercury Road & N12 Intersection to allow free flow of traffic during peak hours	Km Mercury Road & N12 Intersection upgraded	Upgrading Mercury Road & N12 Intersection (____ km) at a cost of R10,000,000 by June 2012 <i>800 m intersection</i>		Existing intersection	1								Appointment of contractor. Invoices. Intersection. Proof of payment.
											2								
											3								
											4								
IDP Council Funded Roll Over		ROA10	Director Infra & Utilities	P Mongati	Service Delivery & Infrastructure Development			Upgrading Mercury Road & N12 Intersection (____ km) at a cost of R645,441 by September 2011 <i>800 m intersection</i>		Roll-Over	1								Appointment of contractor. Invoices. Intersection. Proof of payment.
											2	-							
											3	-							
											4	-							
IDP Council Funded Roll Over		ROA11	Director Infra & Utilities	P Mongati	Service Delivery & Infrastructure Development	To construct a pedestrian bridge over the N12 to promote public safety	Meter pedestrian bridge over the N12 between Alabama and Jouberton constructed	Constructing a _____ m pedestrian bridge over the N12 between Alabama and Jouberton at a cost of R8,500,000 by December 2011 <i>140 m span</i>		Roll-Over	1	Construction							Appointment of contractor. Invoices. Pedestrian Bridge. Proof of payment.
											2	Pedestrian Bridge completed							
											3								
											4								
IDP - MIG Funded		WAT1	Director Infra & Utilities	G Sibanyoni	Service Delivery & Infrastructure Development	To improve bulk water supply in Khuma to ensure a basic water service	Bulk water supply improved with a new 10 Mℓ reservoir for Khuma proper	Improving bulk water supply with a new 10 Mℓ reservoir for Khuma proper at a cost of R7,500,000 by June 2012		New project	1	Appointment of contractor							Appointment letter. Payment certificates Certificate of practical completion. Proof of payment. Vote number.
											2	Foundations completed							
											3	Wall erected							
											4	Reservoir completed							
IDP - MIG Funded		WAT2	Director Infra & Utilities	G Sibanyoni	Service Delivery & Infrastructure Development	To supply water to rural schools and clinics to improve service delivery in rural settlements	Water supplied to 4 rural schools and 2 clinics as per program in the KOSH area	Supplying water to 4 rural schools and 2 clinics as per program in the KOSH area at a cost of R2,000,000 by June 2012		New project	1	Planning, Design & SCM Process							Designs & Appointment letter. Payment certificates. Certificates of practical completion. Vote number.
											2	Boreholes completed							
											3	Storage tanks completed							
											4	Reticulation & Project							
IDP - MIG Funded		WAT3	Director Infra & Utilities	G Sibanyoni	Service Delivery & Infrastructure Development	To increase capacity of the zink tank in Tigane ext 4 to meet community demand	Mℓ capacity increased of the current zink tank in Tigane ext 4	Increasing the capacity of the current 0.25 Mℓ zink tank in Tigane ext 4 to a 0.5 Mℓ zink tank at a cost of R3,676,500 by June 2012		0.25 Mℓ zink tank	1	SCM Process							Terms of Reference document. Request for proposal. Attendance register.
											2	Appointment of contractor							
											3	Erection of zink tank							
											4	Project completed							
IDP - MIG Funded Roll Over		WAT4	Director Infra & Utilities	G Sibanyoni	Service Delivery & Infrastructure Development	To improve bulk water supply in Khuma (Phasa 1) to ensure a basic water service	Bulk water supply improved with a water pressure tower (± 10.8m) (phase 1) for Khuma proper	Supplying bulk water pressure tower (± 10.8m) (phase 1) to Khuma at a cost of R2,267,208 by March 2011		Roll-Over	1	-							Invoices. Pictures. Pressure tower. Proof of payment
											2								
											3	Project completed							
											4								

IDP Council Funded		WAT5	Director Infra & Utilities	G Sibanyoni	Service Delivery & Infrastructure Development	To supply water from Dawkinsville reservoir to Goudkoppie (N12) to improve the basic water service	Water supplied from Dawkinsville reservoir and bulk line services (± 7 km) installed to Goudkoppie (N12 East areas)(Phase 2)	Supplying water from Dawkinsville reservoir and the installing bulk line services (± 7 km) to Goudkoppie (N12 East areas)(Phase 2) at a cost of R5,000,000 by June 2012		Existing water supply	1	SCM Process							Terms of Reference document. Request for proposal. Attendance register. Recommendation & Appointment letter.
											2	Appointment of contractor							
											3	Construction - laid pipes							
											4	Project completed							
IDP Council Funded Roll Over		WAT6	Director Infra & Utilities	G Sibanyoni	Service Delivery & Infrastructure Development	To supply water from Dawkinsville reservoir to Goudkoppie (N12) to improve the basic water service	Supplying water from Dawkinsville reservoir and the installing bulk line services (± 4,5 km) to Goudkoppie (N12 East areas)(Phase 1)	Supplying water from Dawkinsville reservoir and the installing bulk line services (± 4,5 km) to Goudkoppie (N12 East areas)(Phase 1) at a cost of R4,500,000 by June 2012		Roll-Over	1	SCM Process							
											2	Appointment of contractor							
											3	Construction - laid pipes							
											4	Project completed							
IDP - MIG Funded		SAN1	Director Infra & Utilities	J Pilusa	Service Delivery & Infrastructure Development	To increase the holding capacity at the WWTP in Hartbeesfontein to ensure the effluent standards meet the requirements	Increasing the holding capacity at the Hartbeesfontein WWTP (Phase 1)	Increasing the holding capacity at the Hartbeesfontein WWTP (Phase 1) to the capacity from 4Mℓ to 8Mℓ /day at a cost of R18,000,000 by June 2012		Continuation - R5,722,000 spent during 2010/2011 FY (See SAN 3)	1	Construction - civil works							Work breakdown schedule. Appointment of contractors. Invoices. Physical construction . Vote number
											2	Construction - civil works completed							
											3	Mechanical works - Pumps & motors installed							
											4	Phase 2 completed							
IDP - MIG Funded		SAN2	Director Infra & Utilities	J Pilusa	Service Delivery & Infrastructure Development	To upgrade the Orkney WWTP (Phase 5) to maintain the existing infrastructure	Upgrading of the Orkney WWTP: Additional Work (Phase 5)	Upgrading of the Orkney WWTP: Additional Work (maintenance on 2 pumps & 10 motors, 12 aerators and an access roads) (Phase 5) to the amount of R4,988,658 by December 2011		Phase 4 Completed	1	SCM Process							Work breakdown schedule. Appointment of contractors. Invoices. Pumps & Motors. Physical construction . Vote number
											2	Additional works completed							
											3	-							
											4	-							
IDP - MIG Funded Roll Over		SAN3	Director Infra & Utilities	J Pilusa	Service Delivery & Infrastructure Development	To increase the WWTP in Hartbeesfontein (Phase 2) to ensure the effluent standards meet the requirements	Increasing the holding capacity at the Hartbeesfontein WWTP (Phase 1)	Increasing the holding capacity at the Hartbeesfontein WWTP (Phase 1) to the capacity from 4Mℓ to 8Mℓ /day at a cost of by October 2011 (R37,000,000 for 2010 - 2012 Financial Years)		Roll-Over	1	Site establishment & civil works							Work breakdown schedule. Appointment of contractor. Invoices. Physical construction work
											2	Phase 1 roll over to be completed							
											3	-							
											4	-							

CAPITAL PROJECTS

Project ID	Vote No.	Item Nr		Project No.	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Annual Target	Revised Target	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
New Capital		ROA12	Director Infra & Utilities	P Mongati	Service Delivery & Infrastructure Development	To erect speed humps to limit speeding	Number of speed humps erected	Erecting 100 speed humps in the KOSH area at a cost of R250,000 by December 2011		200 Speed humps	1	50							Programme. Speed humps. Payment certificates. Proof of payments.
											2	50							
											3	-							
											4	-							
New Capital		ROA13	Director Infra & Utilities	P Mongati	Service Delivery & Infrastructure Development	To reseal roads to maintain the existing road infrastructure	Km roads resealed in the KOSH area	Resealing of 10 km roads in the KOSH at a cost of R4,500,000 by December 2011		15 Km Resealed	1	5 km Resealed							Priority list. Appointment letter. Certificates. Physical road resealed. Proof of payment
											2	5 km Resealed							
											3	-							
											4	-							
New Capital		ROA14	Director Infra & Utilities	P Mongati	Service Delivery & Infrastructure Development	To kerb streets in order to control storm water	Km of various streets kerbed in the KOSH area	Kerbing 1 km of various streets as per program in the KOSH area at a cost of R300,000 by December 2011		1 Km kerbing	1	0.5 km kerbed							Priority list. Appointment letter. Certificates. Physical road kerbed. Proof of payment.
											2	0.5 km kerbed							
											3	-							
											4	-							
New Capital		ROA15	Director Infra & Utilities	P Mongati	Service Delivery & Infrastructure Development	To upgrade the Mercury Road & N12 Intersection to allow free flow of traffic during peak hours	Upgrading Mercury Road & N12 Intersection	Upgrading Mercury Road & N12 Intersection (___ km) at a cost of R10,000,000 by June 2012		Existing intersection	1								Appointment of contractor. Invoices. Intersection. Proof of payment.
											2								
											3								
											4								

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New Capital		WAT7	Director Infra & Utilities	G Sibanyoni	Service Delivery & Infrastructure Development	To purchase a software program to improve the quality of AS- BUILT drawings	Ally Cad software program purchased for the water section	Purchasing a Ally Cad software program for the water section at a cost of R150,00 by September 2011		Existing outdated programme	1	Ally cad purchased							SCM Process. Delivery note. Ally Cad programme. Proof of payment
											2	-							
											3	-							
											4	-							
New Capital		WAT8	Director Infra & Utilities	G Sibanyoni	Service Delivery & Infrastructure Development	To replace bulk water meters to ensure accurate meter reading	Number of bulk water meters replaced in the KOSH area	Replacing a minimum of 500 bulk water meters greater than 50mm in the KOSH area at a cost of R1,000,000 by		Existing meters	1	SCM Process & Appointment of contractor							SCM Process. Meter installation schedule. Delivery note. Bulk water meters. Proof of payment
											2	150 bulk meters replaced							
											3	300 bulk meters replaced							
											4	Project completed							
New Capital		WAT9	Director Infra & Utilities	G Sibanyoni	Service Delivery & Infrastructure Development	To refurbish valves and networks to ensure effective and continuous water supply	Water valves and network refurbished in the KOSH area	Refurbishing a minimum of 50 water valves and 2,5 km water network in the KOSH area at a cost of R1,200,000 by June 2012		Existing valves & networks	1	SCM Process & Appointment of contractor							SCM Process. Pressure testing schedule. Water valves & Network. Pictures. Proof of payment
											2	800 m network constructed & 15 valves installed							
											3	1,600m network constructed & 30 valves installed							
											4	Project completed							
New Capital		WAT10	Director Infra & Utilities	G Sibanyoni	Service Delivery & Infrastructure Development	To refurbish valves and networks to ensure effective and continuous water supply	Refurbishing a minimum of 50 water valves and 2,5 km water network in the KOSH area at a cost of R1,200,000 by June 2012	Refurbishing a minimum of 50 water valves and 2,5 km water network in the KOSH area at a cost of R1,200,000 by June 2012		Existing valves & networks	1	SCM Process & Appointment of contractor							SCM Process. Pressure testing schedule. Water valves & Network. Pictures. Proof of payment
											2	800 m network constructed & 15 valves installed							
											3	1,600m network constructed & 30 valves installed							
											4	Project completed							
New Capital		WAT11	Director Infra & Utilities	G Sibanyoni	Service Delivery & Infrastructure Development	To install a water pressure management plan to enhance service delivery	Installing a water pressure management plan for the KOSH area at a cost of R600,000 by	Installing a water pressure management plan for the KOSH area at a cost of R600,000 by June 2012			1								
											2								
											3								
											4								
New Capital Roll Over		WAT12	Director Infra & Utilities	G Sibanyoni	Service Delivery & Infrastructure Development	To implement a Water Pressure Management system to improve service delivery	Implementing a water management pressure system (alignment of master plan & WSDP) at a cost of R1,000,000 by June 2011	Implementing a water management pressure system (alignment of master plan & WSDP) at a cost of R1,000,000 by June 2011			1								
											2								
											3								
											4								
New Capital Roll Over		WAT13	Director Infra & Utilities	G Sibanyoni	Service Delivery & Infrastructure Development	To purchase security equipment (camera) to decrease material and water equipment losses at the works depots	Purchasing of equipment (cctv cameras) for Stilfontein & Orkney (4 per depot) at a cost of R50,000 by December 2011	Purchasing of equipment (cctv cameras) for Stilfontein & Orkney (4 per depot) at a cost of R50,000 by December 2011		Roll-Over	1	SCM Process & Appointment of contractor							SCM Process. CCTV Camera system. Pictures. Proof of payment
											2	Equipment purchased & installed							
											3	-							
											4	-							
New Capital Roll Over		WAT14	Director Infra & Utilities	G Sibanyoni	Service Delivery & Infrastructure Development	To refurbish valves to ensure complete isolation on water networks	Replacing a minimum of 16 valves in the KOSH area at a cost of R400,000 by December 2011	Replacing a minimum of 16 valves in the KOSH area at a cost of R400,000 by December 2011		Roll-Over	1	SCM Process & Appointment of contractor							SCM Process. Valves. Pictures. Proof of payment
											2	Valves purchased & installed							
											3	-							
											4	-							

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New Capital Roll Over		SAN4	Director Infra & Utilities		Service Delivery & Infrastructure Development	To replace the mechanical and electrical equipment & sewer pump-stations to maintain the existing infrastructure	Replacing of mechanical and electrical equipment (2 mechanical screens) and 2 screw pumps at the pump-stations at Republic Park and Khuma main to the amount of	Replacing of mechanical and electrical equipment (2 mechanical screens) and 2 screw pumps at the pump-stations at Republic Park and Khuma main to the amount of R750,000 by December 2011		New project	1	SCM Process							SCM Process. CCTV Camera system. Pictures. Proof of payment
											2	Screens & Pumps replaced							
											3	-							
											4	-							
New Capital Roll Over		SAN5	Director Infra & Utilities		Service Delivery & Infrastructure Development	To replace water meters to improve revenue management	Replacing a minimum of 1,500 water meters / valves (tools) in the KOSH area at a cost of R3,641,574 by December 2011	Replacing a minimum of 1,500 water meters / valves (tools) in the KOSH area at a cost of R3,641,574 by December 2011		Roll-Over	1	750 Meters replaced							Meter replacement schedules. Pictures. Proof of payment
											2	1,500 Meters replaced							
											3								
											4								
New Capital Roll Over		SAN6	Director Infra & Utilities		Service Delivery & Infrastructure Development	To upgrade the worn-out water-network in CBD (Phase 1) to maintain the current infrastructure	Upgrading 3 km worn-out water-network in the CBD (Phase 1) (from asbestos to HDPE pipes) at a cost of R3,082,791 by December 2011	Upgrading 3 km worn-out water-network in the CBD (Phase 1) (from asbestos to HDPE pipes) at a cost of R3,082,791 by December 2011		Roll-Over	1	SCM Process & Appointment of contractor							SCM Process. HDPE pipes. Pictures. Proof of payment
											2	Network upgraded							
											3	-							
											4	-							
OPERATIONAL											1								
Project ID.	Vote No.	Item Nr. (Section)	Supervisor	Responsible Person	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Annual Target	Revised Target	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
Outcome 9		ROA16	Director Infra & Utilities	P Mongati	Service Delivery & Infrastructure Development	To provide access to municipal roads	Km of new municipal roads constructed	17,549 Km of new municipal roads constructed in various areas at a cost of R31,500,000 by June 2012		23.076 Km constructed	1	5							Register. Programme. Proof of payment.
											2	5							
											3	5							
											4	5							
National KPI		WAT15	Director Infra & Utilities	G Sibanyoni	Service Delivery & Infrastructure Development	To provide basic municipal services (National Indicator)	% of households with access to basic level of water	100% of households with access to basic level of water by June 2012		100%	3	100%							Register
											4	100%							
											3	100%							
											4	100%							
National KPI		WAT16	Director Infra & Utilities	G Sibanyoni			Number of households with access to basic level of water	126,968 Households with access to basic level of water by June 2012		126,968	1								Register
											2								
											3								
											4								
National KPI		WAT17	Director Infra & Utilities	G Sibanyoni			Number of household backlogs with the access to basic level of water	400 Household backlogs with the access to basic level of water by June 2012		??	1								Register
											2								
											3								
											4								
Operational		WAT18	Director Infra & Utilities	G Sibanyoni	Service Delivery & Infrastructure Development	To clean reservoirs to comply with legislation	Number of reservoirs cleaned	Cleaning 39 reservoirs in the KOSH are by June 2012		39 Reservoirs	1	18							Register
											2	0							
											3	0							
											4	21							
Operational		WAT19	Director Infra & Utilities	G Sibanyoni	Service Delivery & Infrastructure Development	To revise water related policy to comply with legislation	Water Management Policy revised	Revising the Water Management Policy by March 2012		Approved policy	1	Consultation & Drafting							Register
											2	Task Team & workshops							
											3	Approved policy							
											4	-							

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Operational		WAT20	Director Infra & Utilities	G Sibanyoni	Service Delivery & Infrastructure Development	To obtain Blue Drop status to improve water quality and water management	A minimum standard of 95% Blue Drop status obtained	Obtaining a minimum standard of 95% Blue Drop status at a cost of R600,000 by December 2011		90% Status	1	-								Copy of Application. Blue Drop Status. Feedback report. BDS System.
											2	Blue Drop status obtained								
											3	-								
											4	-								
National KPI		SAN7	Director Infra & Utilities	J Pilusa	Service Delivery & Infrastructure Development	To provide basic municipal services (National Indicator)	% of households with access to basic level of sanitation	100% of households with access to basic level of sanitation by June 2012		100%	1	99.60%								Register
											2	99.70%								
											3	99.80%								
											4	100.00%								
National KPI		SAN8	Director Infra & Utilities	J Pilusa						116,358	1									Register
											2									
											3									
											4									
National KPI		SAN9	Director Infra & Utilities	J Pilusa						No backlogs in farm areas	1									Register
											2									
											3									
											4									
National KPI		SAN10	Director Infra & Utilities	J Pilusa						Backlogs (Including squatters & incomplete toilets)	1									Register
											2									
											3									
											4									
Operational		SAN11	Director Infra & Utilities	J Pilusa						50 Night soil buckets on proclaimed land	1									Register. Proof of payment
											2									
											3									
											4									
Outcome 9		SAN12	Director Infra & Utilities	J Pilusa	Service Delivery & Infrastructure Development	To maintain main sewer to ensure maintenance of main sewers throughout the year	Km of main sewers leaned	Cleaning 20 km of main sewers as per program in the KOSH area by June 2012		15km	1	5								Register. Programme. Proof of payment.
					Service Delivery & Infrastructure Development	To approve building plans to comply with legislation	Number of building plans approved	Approving 800 building plans in terms of the National Building Regulations by June 2012			2	5								
											3	5								
											4	5								
Operational		TBS1	Director Infra & Utilities	D Selemoseng						700 Approved plans	1	200								Excel Data base. Actual plans. Proof of payment.
											2	200								
											3	200								
											4	200								
Operational		TBS2	Director Infra & Utilities	D Selemoseng						450 Applications received	1	112								Excel Data base. Actual plans. Proof of payment.
											2	225								
											3	337								
											4	450								

HOUSING SERVICES

VOTE: HOUSING SERVICES

IDP PROJECTS

Project ID.	Vote No.	Item Nr. (Section)	Supervisor	Responsible Person	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Annual Target	Revised Target	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement		Comments	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
HOUSING GRANT		HOU1	Deputy Director Housing Services	P Phala	Service Delivery & Infrastructure Development					GRANT	1								
											2								
											3								
											4								

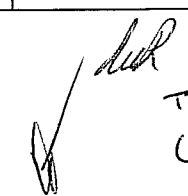
OPERATIONAL																			
Project ID.	Vote No.	Item Nr. (Section)	Supervisor	Responsible Person	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Annual Target	Revised Target	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement		Comments	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
Operational		HOU2	Deputy Director Housing Services	T Thabeng	Service Delivery & Infrastructure Development	To registered and deregistered Title Deeds to ensure secure tenure and ownership of houses	Transferring 1,785 Title Deeds of pre 1994 old stock houses through the Deeds Office to the beneficiaries at a cost of R500,000 by June 2012	Transferring 1,900 Title Deeds of pre 1994 old stock houses through the Deeds Office to the beneficiaries at a cost of R500,000 by June 2012		2,900 Title Deeds	1	475							Title Deeds. Expenditure vote
											2	475							
											3	475							
											4	475							
Housing Subsidy - Roll-Over		HOU3	Deputy Director Housing Services	T Thabeng	Service Delivery & Infrastructure Development		De-registering at a cost of R524,000	De-registering at a cost of R524,000 by June 2012			1	Identify beneficiaries & Advertize for objections							
											2	Obtain court order							
											3	50% De-registered							
											4	De-registrations completed							

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DIRECTORATE ELECTRICAL ENGINEERING																					
IDP PROJECTS																					
Project ID.	Vote No.	Item Nr. (Section)	Supervisor	Responsible Person	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Annual Target	Revised Target	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Comments	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence			
IDP - Grant		ELE1	Deputy Director Planning & Testing W Viljoen	J van der Werff	Service Delivery & Infrastructure Development	To install high mast lights to better service delivery	High mast lights installed	Installing 20 high mast lights in Kanana phase 3 at a cost of R4,000,000 by June 2012		Existing project	1	SCM process									
											2	Appointment of consultant &									
											3	Manufacturing of high mast lights									
											4	20 High mast lights									
IDP - Grant		ELE2	Deputy Director Planning & Testing W Viljoen	J van der Werff				Installing 7 high mast lights in Tigane at a cost of R1,500,000 by June 2012		New project	1	SCM process									
											2	Appointment of consultant & contractor									
											3	Manufacturing of high mast lights									
											4	7 High mast lights									
IDP - Grant		ELE3	Deputy Director Planning & Testing W Viljoen	J van der Werff				Installing 7 high mast lights in Alabama extension 3 at a cost of R1,500,000 by June 2012		New project	1	SCM process									
											2	Appointment of consultant &									
											3	Manufacturing of high mast									
											4	7 High mast lights									
IDP - Grant		ELE4	Deputy Director Planning & Testing W Viljoen	J van der Werff				Installing 10 high mast lights in Jouberton extension 24 at a cost of R2,000,000 by June 2012		New project	1	SCM process									
											2	Appointment of consultant & contractor									
											3	Manufacturing of high mast lights									
											4	10 High mast lights									
IDP - Grant		ELE5	Deputy Director Planning & Testing W Viljoen	J van der Werff	Service Delivery & Infrastructure Development	To upgrade Mechanical and Electrical Equipment & Pump stations to ensure the maintenance of the existing infrastructure	Number of mechanical and electrical equipment and pump stations upgraded	Upgrading of 6 mechanical and electrical equipment and pump stations (phase 2) at Mines Road and Mooi Street - Stilfontein; Ellaton, Brooks Street - Orkney; Rietkuil pump station - Jouberton and Linda pump station - Hartbeesfontein to the amount of R13,500,000 by May 2012		Existing pump stations	1	Appointment of consultant & contractor									
											2	Constructing									
											3	Installation									
											4	Finalization									
IDP - Council Funded		ELE6	Deputy Director Planning & Testing W Viljoen	J van der Werff	Service Delivery & Infrastructure Development	To upgrade the 11Kv Distribution Network o meet electricity demands	11Kv distribution network upgraded	Upgrading of the 11Kv distribution network in the KOSH area at a cost of R2,000,000 by December 2011		Existing network	1	SCM process									
											2	Appointment of contractor									
											3	Construction									
											4	Finalization									
CAPITAL PROJECTS																					
Project ID.	Vote No.	Item Nr. (Section)	Supervisor	Responsible Person	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Annual Target	Revised Target	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Portfolio of Evidence			
New Capital		ELE7	Deputy Director Planning & Testing W Viljoen	J van der Werff	Service Delivery & Infrastructure Development	To replace normal robot lights with LED clusters to improve visibility and sustainability	Number of robot LED clusters upgraded	Upgrading of 300 robot LED clusters in the KOSH area at a cost of R250,000 by March 2012		400 robots	1	SCM process						Register & Proof of Payment / Expenditure Vote			
											2	Material ordered									
											3	300 robots									
											4	-									

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New Capital		ELE8	Deputy Director Planning & Testing W Viljoen	J van der Werff	Service Delivery & Infrastructure Development	To replace existing MV cables to improve electricity reliability	Number of 4km MV cables replaced	Replacing 2 x 4km existing MV cables from Doringkruin to Monica substation at a cost of R11,000,000 by June 2012		2 x 4km rotten cable	1	Tender process						
											2	Appointment of contractor & Order material						
											3	1 x 4km cable replaced						
											4	2 x 4km cable replaced						
New Capital		ELE9	Deputy Director Planning & Testing W Viljoen	J van der Werff	Service Delivery & Infrastructure Development	To build a new substation building to ensure better service delivery	New substation building built	Building a 38m² new substation building in Ellaton at a cost of R200,000 by March 2012		MV switchgear unhoused	1	-						Designs & drawings. Pictures. Payment certificates. Proof of payment.
											2	Design & working drawings completed						
											3	38m² Substation completed						
											4							
New Capital		ELE10	Deputy Director Planning & Testing W Viljoen	J van der Werff	Service Delivery & Infrastructure Development	To purchase Christmas decorations to create a festive atmosphere	Number of Christmas street decorations purchased	Purchasing 20 Christmas street decorations for the KOSH area at a cost of R200,000 by October 2012		Existing Christmas decorations	1	Closed quotation						
											2	20 decorations purchased						
											3	-						
											4	-						
New Capital		ELE11	Deputy Director Planning & Testing W Viljoen	J van der Werff	Service Delivery & Infrastructure Development	To replace the old kiosks with mini-sub substations to ensure maintenance of the electrical infrastructure	Kiosk with a mini-substation replaced	Replacing 1 kiosk with a mini-substation in Stilfontein at a cost of R100,000 by March 2012		Old kiosk	1	Tender process						
											2	Ordering of mini-sub						
											3	1 Mini-sub replaced						
											4	-						
New Capital		ELE12	Deputy Director Planning & Testing W Viljoen	J van der Werff	Service Delivery & Infrastructure Development	To install streetlights to better service delivery	Number of streetlights replaced at intersection	Installing 28 streetlights from Shell Ultra City to Hartbeesfontein intersection at a cost of R800,000 by December 2011		New project	1	SCM process						
											2	28 Streetlights installed						
											3	-						
											4	-						
New Capital		ELE13	Deputy Director Planning & Testing W Viljoen	J van der Werff	Service Delivery & Infrastructure Development	To replace pillar boxes to maintain electrical failures	Number of pillar boxes replaced	Replacing of 15 pillar boxes at Orkney Vaal at a cost of R100,000 by June 2012		Existing pillar box	1	Tender process						
											2	Appointment of contractor &						
											3	15 Pillar boxes replaced						
											4	-						
New Capital		ELE14	Deputy Director Planning & Testing W Viljoen	J van der Werff	Service Delivery & Infrastructure Development	To extend the main substation building to ensure better service delivery	Jouberton main substation building extended	Extending existing Jouberton main substation building from 127m² to 195m² (68m²) at a cost of R600,000 by March 2012		Standby building Phase 1 completed - R60,000	1	-						Designs & drawings. Pictures. Payment certificates. Proof of payment.
											2	Design & working drawings completed						
											3	68m² Substation addition completed						
											4	-						
New Capital		ELE15	Deputy Director Planning & Testing W Viljoen	J van der Werff	Service Delivery & Infrastructure Development	To complete the new room built for standby personnel to ensure better service delivery	Existing building for standby personnel extended	Completing the existing building (74m² new room with a 12m² covered stoep and 8m² screen wall) for standby personnel at Klerksdorp electrical department (phase 2) at a cost of R100,000 by December 2011		Existing building	1	Completion of network						Pictures. GO 40 print out. Proof of payment.
											2	Standby building completed						
											3							
											4							
New Capital		ELE16	Deputy Director Planning & Testing W Viljoen	J van der Werff	Service Delivery & Infrastructure Development	To upgrade some mini-substations to ensure maintenance of the electrical infrastructure	Number of mini-substations upgraded	Upgrading of 3 mini-substations in the KOSH area at a cost of R500,000 by June 2011		Existing mini-sub	1	1 Mini-sub upgraded						
											2	2 Mini-sub upgraded						
											3	3 Mini-sub upgraded						
											4	-						



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New Capital		ELE17	Deputy Director Electrical & Mechanical Workshop D Rannona	J Visser	Service Delivery & Infrastructure Development	To purchase a cable gun to ensure proper location of cable faults	Cable gun purchased	Purchasing 1 cable gun at a cost of R200,000 by December 2011		Additional equipment	1	SCM process						
											2	1 cable gun purchased						
											3	-						
											4	-						
New Capital		ELE18	Deputy Director Planning & Testing W Viljoen	J van der Werff	Service Delivery & Infrastructure Development	To purchase high voltage equipment to ensure a safer network	High voltage equipment purchased	Purchasing high voltage equipment (6 switching suits & 6 testing equipment) at a cost of R100,000 by December 2011		Existing equipment	1	SCM process						
											2	6 Suits & 6 Equipment purchased						
											3							
											4							
New Capital		ELE19	Deputy Director Electrical & Mechanical Workshop D Rannona	J Visser	Service Delivery & Infrastructure Development	To purchase vehicles and plant to better service delivery	Number of vehicles and plant purchased	Purchasing one 1 ton LDV with extras for distribution at a cost of R150,000 by December 2011		Existing 1 ton LDV	1	SCM process						
											2	1 LDV purchased						
											3							
											4							
New Capital		ELE20	Deputy Director Electrical & Mechanical Workshop D Rannona	J Visser				Purchasing one 3,5 ton truck with 9m Cherry picker for distribution at a cost of R750,000 by December 2011		Additional truck	1	SCM process						
											2	1 Truck purchased						
											3							
											4							
New Capital		ELE21	Deputy Director Electrical & Mechanical Workshop D Rannona	J Visser				Purchasing one 5 ton truck with 12m Cherry picker for distribution at a cost of R850,000 by December 2011		Additional truck	1	SCM process						
											2	1 Truck purchased						
											3							
											4							
New Capital		ELE22	Deputy Director Electrical & Mechanical Workshop D Rannona	J Visser				Purchasing one 3 ton truck with crane for mechanical workshop at a cost of R700,000 by December 2011		New truck	1	SCM process						
											2	1 Truck purchased						
											3							
											4							
New Capital		ELE23	Deputy Director Electrical & Mechanical Workshop D Rannona	J Visser	Service Delivery & Infrastructure Development	To purchase a operating software to better service delivery	Operating software purchased	Purchasing 1 operating software for the Omnicorn Relay Tester at a cost of R160,000 by December 2011		Existing Omnicorn Relay Tester	1	SCM process						
											2	Software purchased						
											3							
											4							

OPERATIONAL

Project ID.	Vote No.	Item Nr. (Section)	Supervisor	Responsible Person	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Annual Target	Revised Target	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement		Reason for Deviation	Planned Remedial Action	Portfolio of Evidence
National KPI		ELE24	Deputy Director Electrical & Mechanical Workshop D Rannona	H de Lange	Service Delivery & Infrastructure Development	To provide basic municipal services to ensure access to electricity (National Indicator)	% of households with access to basic level of electricity	91% of households with access to basic level of electricity by June 2012		89%	1	89.00%						Register
											2	89.50%						
											3	90.00%						
											4	91.00%						
National KPI		ELE25	Deputy Director Electrical & Mechanical Workshop D Rannona	H de Lange	Service Delivery & Infrastructure Development		Number of households with access to basic level of electricity	184,512 Households with access to basic level of electricity by June 2012		183,555	1	184,000						Register
											2	184,200						
											3	184,450						
											4	184,512						
National KPI		ELE26	Deputy Director Electrical & Mechanical Workshop D Rannona	H de Lange	Service Delivery & Infrastructure Development		Number of backlogs with the access to basic level of electricity	1,412 Backlogs with the access to basic level of electricity by June 2012			1	0						Register
											2	0						
											3	300						
											4	1,412						

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Personal Development Plan (PDP)

DIRECTOR INFRASTRUCTURE & UTILITIES K S Masisi

CITY OF MATLOSANA

Period 1 July 2011 to 30 June 2012

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Compiled on (Date): 1 July 2011

Competency area	Competencies required	Knowledge and Skills	Employee		Supervisor		HR Skills Gap Identified
			Yes	No	Yes	No	
1. Strategic leadership and management	Within the area of responsibility, the ability to contribute to service delivery systems of a complex nature and to manage the achievement of strategies and goals.	<ul style="list-style-type: none">• Providing visible, supportive & effective leadership• Motivating and empowering staff to deliver on strategies and goals.• Fostering a positive and creative management culture.• Contributing to the alignment of strategies and goals with national and provincial policies and within the district.• Managing and overseeing implementation of an effective performance management system.• Utilising strategic planning methods and tools. Within the area of responsibility the ability to formulate and influence short, medium and long-term service delivery plans to deliver on strategies and goals.					
	Within the area of responsibility the ability to formulate and influence short, medium and long-term service delivery plans to deliver on strategies and goals.	<ul style="list-style-type: none">• Providing direction and contributing to the development and review of credible plans including the integrated development plan (IDP) and service delivery and budget implementation plan (SDBIP).• Ensuring, within area of responsibility, the alignment of					

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		<p>strategies and goals.</p> <ul style="list-style-type: none">Assessing and monitoring the impact of financial and non-financial changes on plans including national and provincial policy statements and changes.Implementing plans within the local government legal framework.Identifying and managing risk in plans.Based on the past and current performance and financial position of the municipality, advise on plans and strategies and goals.						
	The ability to provide supportive leadership to the accounting officer and senior management team.	<ul style="list-style-type: none">Working closely in conjunction with the senior management team to support the accounting officerContributing and advising the accounting officer and senior management team on policy objectives to ensure clear purpose and direction.Evaluating and reporting to the accounting officer and senior management team on the alignment and achievement of strategies and goals in respect of activities, service delivery and performance.Formulating, in conjunction with the accounting officer and senior management team, a clear vision, mission and strategies and goals for the municipality.Establishing a culture of learning within the area of responsibility.						
	Within the area of responsibility, the	<ul style="list-style-type: none">Developing and maintaining strategic alliances within the cooperative						

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	ability to develop and maintain strategic alliances with various stakeholders.	<ul style="list-style-type: none">• governance framework. For the purpose of achieving the Constitutional mandate of local government, developing and maintaining strategic alliances with organisations and bodies outside government.• Communicating the municipality's mission and vision to various stakeholders					
2. Strategic financial management	Within the area of responsibility, the ability to support an effective, economic and efficient finance function.	<ul style="list-style-type: none">• Supporting the implementation of finance strategies, which enhance good financial management and decision-making practices within the area of responsibility.• Supporting the implementation of financial policies, systems, guidelines instructions and related policies to ensure efficient and effective financial administration and control.• Within the area of responsibility, managing the control of assets according to policies and procedures.• Supporting the budget process, including preparing information supporting budget estimates and identifying priorities and mandates for programmes in alignment with the integrated development plan (IDP).• Supporting the accounting officer to oversee the financial management, tax implications and performance of service delivery mechanisms (internal and external (including municipal entities in the case of a municipality)) and outsourced					

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		service agreements within the area of responsibility.							
	The ability to forecast revenue and expenditure, and assessing the impact thereof on the financial position and performance, within the area of responsibility.	<ul style="list-style-type: none"> Supporting the accounting officer with the preparation of multi-year revenue and expenditure forecasts, strategic plans, budgets and estimates and advising the impact thereof on service delivery, performance and financial position within the area of responsibility. Advise the accounting officer of resource requirements to implement strategies and goal within the area of responsibility. 							
3. Operational financial management	Within the area of responsibility, the ability to implement financial systems.	<ul style="list-style-type: none"> For purposes of the area of responsibility, formulating and contributing to specifications of appropriate and accurate financial operating systems. Analysing regular reports, within the area of responsibility, relating to the measurement and monitoring of financial information and performance, including the implementation of the budget and service delivery and budget implementation plan (SDBIP). Implement adequate control of financial operating systems within the area of responsibility. Regular review of the efficiency and effectiveness of financial operating systems to align with changing needs within the area of responsibility. 							
	The ability to	<ul style="list-style-type: none"> Within the area of responsibility, 							

	understand the importance of maintaining sufficient working capital (cash flow/short term liquidity) to meet the requirements of the area of responsibility.	<ul style="list-style-type: none"> monitoring and advising the accounting officer of changes that may affect the working capital. Within the area of responsibility contributing to the prioritisation of working capital to align with strategies and goals. . Within the area of responsibility contribute to decisions regarding borrowing and the significance thereof to service delivery programmes. Within the area of responsibility, applying 'best practice' risk management practices to the management of working capital. 						
	The ability to contribute to the budget preparation and implementation process.	<ul style="list-style-type: none"> Providing technical inputs relating to the area of responsibility, with the preparation and implementation of the budget. Within the area of responsibility, implementing the budget In the case of a municipality, supporting the accounting officer to ensure that the budget process relating to the area of responsibility aligns the budget and related policies to the Integrated Development Plan (IDP) and service delivery and budget implementation plan (SDBIP) of the municipality OR in the case of a municipal entity, supporting the accounting officer to ensure that the budget process relating to the area of responsibility aligns the budget and related policies to the strategic plan of the entity and service delivery 						









			could include mechanisms to report misconduct, fraud, corruption, favouritism and non-compliance with legislation and disclosure of conflicts of interest, inducements, rewards, gifts, hospitality and favours. Ensuring that investigations are conducted within 30 days of discovery of allegations and that cases that may constitute a criminal offence are reported to the South African Police Service.						
			<ul style="list-style-type: none"> Ensuring that codes of conduct, roles and responsibilities and reporting lines are clearly communicated, understood and observed by all role players within the area of responsibility. Leading by example and promoting high standards of ethical behaviour by acting with fidelity, honesty, integrity and in the best interests of the municipality and maintaining the confidentiality of information. 						
5. Financial and performance reporting	The ability to support the implementation of the financial reporting process of the municipality.	<ul style="list-style-type: none"> Knowledge and understanding of the legislative framework governing financial reporting in local government. Supporting and contributing to the timely preparation, submission and publication of statutory reports, including the annual financial statements, annual report, in-year reporting (e.g. in the case of a municipality monthly (section 71) and mid-year (section 72)), withdrawals from bank accounts (section 11(4)) etc). 							

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		<ul style="list-style-type: none"> • Within the area of responsibility, ensuring that the content of financial reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific. • Support the accounting officer to analyse and evaluate the financial reports to understand the impact on, and to guide planning in respect of, strategies and goals including the financial position, borrowings, performance, implementation of the annual budget and service delivery and budget implementation plan (SDBIP), tariff-, rates-, credit control, debt collection-, supply chain management-, and other relevant policies. • Within the area of responsibility to generate, analyse and evaluate cost-management reports for all programmes and/or projects to review departmental performance. 						
	The ability to support the implementation of the performance reporting process of the municipality.	<ul style="list-style-type: none"> • Knowledge and understanding of the local government legislative framework governing performance reporting. • Within the area of responsibility, supporting, implementing and maintaining the performance management system. In the case of a municipal entity also supporting and contributing to the regular monitoring, measuring, reviewing and reporting of the entity's performance to its parent municipality • Contribute to the timely preparation, 						

		<ul style="list-style-type: none">accounting officer with regular risk assessments and ensuring that risks are prioritised according to highest versus lowest potential riskMitigating risks within the area of responsibility in accordance with the prioritisation of riskEnsuring that the management of risk (including the possible transfer of risk) within the area of responsibility, includes consideration of potential risks relating to mechanisms for service delivery (both internal and external), outsourced service agreements. In the case of a municipality it must also consider its municipal entities and Public-and-Private Partnerships (PPPs) and the transferring of funds to organisations and bodies outside government.Analysing the reports of the internal audit unit and the audit committee applicable to the area of responsibility when considering risk and risk management					
	The ability to guide the management of change for the municipality within the area of responsibility.	<ul style="list-style-type: none">Understanding the local government environment (including legislative, social, political and economic) and the ability to analyse the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/ municipal entity and recognising when this necessitates changeManaging and implementing change management within the area of					

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		<div>responsibility</div> <ul style="list-style-type: none">• The ability to be proactive and find creative and innovative solutions to change• Consultation with and management of various stakeholders particular to the change• Managing and resolving any resistance to change• Contributing and supporting the accounting officer with the alignment of strategies and goals with the need for change					
7. Project management	The ability to provide direction and guide project management within the area of responsibility	<ul style="list-style-type: none">• Knowledge and understanding of project budgeting, human resource management, change management, negotiation skills, service delivery mechanisms (internal and external) and outsourced service agreements (including in the case of a municipality Public-and-Private Partnerships (PPPs)), and the legal framework particular to the area of responsibility• Within the area of responsibility, knowledge and basic understanding of the operation and technical workings of local government services and facilities• Supporting the accounting officer to analyse, evaluate and select project proposals. This includes, within the area of responsibility, aligning the selection of projects and project outcomes with the integrated development plan (IDP), the budget and service delivery and budget implementation plan (SDBIP)					

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A large stylized signature, possibly "S".
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
					<ul style="list-style-type: none"> • Within the area of responsibility, ensuring an analytical and methodical structuring of projects and project planning. This is to ensure adequate control over projects and the efficient, effective and economic implementation and completion thereof to a high quality and standard • Oversee and manage the establishment of project- and contract management capacity within the area of responsibility. This includes building capacity through appropriate training and the allocation of resources. • Ensuring clear lines of accountability, regular monitoring, measuring and reporting on the performance of projects and contracts within the area of responsibility, including regular reporting to the accounting officer • Within the area of responsibility, ensuring regular reporting by external mechanisms and all contractors and service providers, including the availability of adequate information for the municipality to meet its statutory reporting obligations • Contributing to and supporting the accounting officer with the establishment and maintenance of a contract register • Contributing to and supporting the accounting officer to establish a contract management process to ensure that, prior to their commencement, contracts and 					
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		<p>the process of adopting policies including advising on the financial and non-financial impact of proposed policies</p> <ul style="list-style-type: none">• Supporting the accounting officer and contributing to the administrative aspects of the process for adopting policies and in the case of a municipality also making By-laws.• Supporting the accounting officer and contributing to the conceptualisation, formulation and drafting of policies and in the case of a municipality also By-laws in alignment with the integrated development plan (IDP), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government, having regard to cooperative government. This process should include consideration of and alignment with existing policies and By-laws and be within budget constraints.						
	<p>The ability to implement, manage and oversee the implementation of legislation and policy within the area of responsibility</p>	<ul style="list-style-type: none">• Implementing and overseeing the implementation and enforcement of policies and Bylaws, within the area of responsibility• Supporting the accounting officer and contributing to the establishment and maintenance of a register of non-compliance with legislative requirements. This includes, within the area or responsibility, regularly reporting these to the accounting officer and other role players. For example, instances of non-compliance with the MFMA are						

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			<ul style="list-style-type: none"> required to be reported to the National Treasury Regularly monitor and report to accounting officer on the implementation of policies and compliance with legislative requirements Regularly reviewing and, where necessary, proposing to the accounting officer amendment of policies and in the case of a municipality also By-laws and, within the area of responsibility, to ensure their relevance and alignment with the strategies and goals Within the area of responsibility, monitor and ensure enforcement of municipal By-laws, including penalties and fines for non-compliance For purposes of the area of responsibility, regularly consider the impact of amendments to the Constitution, national and provincial legislation and policy, and the legislative framework governing local government on the municipality's By-laws and policies 					
9. Stakeholder relations	Within the area of responsibility, the ability to guide, establish and maintain appropriate stakeholder relations.	<ul style="list-style-type: none"> Within the area of responsibility, knowledge and understanding of stakeholders and recognising the varying relations required with stakeholders and the impact on the municipality and the municipality's impact on its stakeholders. Within the area of responsibility, establishing and maintaining effective and relevant external stakeholder relations. This would 						

Assurance	the audit process, in order to obtain the optimum level of assurance from the Auditor-General	<p>providing administrative support and ensuring access of the internal audit unit, audit committee and the Auditor-General to the financial records and all relevant information of the municipality or municipal entity to enable them to perform their respective functions</p> <ul style="list-style-type: none"> Analysing the reports and advice of the internal audit unit, audit committee and Auditor-General, providing appropriate management responses and taking appropriate action as it relates to the area of responsibility Contribute to the timely preparation of accurate annual financial statements for auditing and the annual report(s) for the municipality and/ or its entities to the Auditor-General (refer chapter 12 of the MFMA). In the case of a municipality with sole/ effective control of a municipal entity this includes consolidated financial statements of the municipality and such municipal entities. Within the area of responsibility, ensuring and managing appropriate communication with the Office of the Auditor-General During the audit, timeously responding to and coordinating responses within the area of responsibility to audit queries and requests for additional information The audit process provides the municipal council, the board of directors and stakeholders with the level of assurance that can be 						
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