

SENIOR MANAGEMENT SERVICE PERFORMANCE AGREEMENT

Mr. R. N. Hlongwa

The Municipal Manager reporting to the Mayor
("The Municipal Manager")

AND

Mrs M.S. Linda

The General Manager: Corporate Services reporting to the Municipal Manager
("The General Manager: Corporate Services")

Financial year: 01 July 2022 - 30 June 2023

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Zululand District Municipality herein represented by the Municipal Manager (hereinafter referred to as the Employer or Supervisor)

And

Mrs. M.S. Linda, Employee of the Municipality (hereinafter referred to as the Employee or General Manager: Corporate Services).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The Municipality has entered into a contract of employment with the General Manager: Corporate Services for a period of two years, ending on 30 June 2023 in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act").
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the General Manager: Corporate Services reporting to the Municipal Manager to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that the Municipal Manager will be responsible for facilitating the setting and evaluation of performance objectives and targets on behalf of the Municipality. The Mayor shall report to council in regard to the above.

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 accountability as set out in a Departmental Service Delivery and Budget Implementation Plan for the General Manager: Corporate Services 2022/2023, reflected as Annexure B to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 monitor and measure the core competencies against competency behavioural standards;
- 2.6 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.7 in the event of outstanding performance, to appropriately reward the employee;
- 2.8 proactively focus on the development of the General Manager: Corporate Services (Personal Development Plan – Annexure C);
- 2.9 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3. GENERAL RESPONSIBILITIES OF THE SENIOR MANAGER

- 1) Each senior manager of a municipality and each official of a municipality exercising financial management responsibilities must take all reasonable steps within their respective areas of responsibility to ensure –
 - a) that the system of financial management and internal control established for the municipality is carried out diligently;
 - b) that the financial and other resources of the municipality are utilised effectively, efficiently, economically and transparently;
 - c) that any unauthorised, irregular or fruitless and wasteful expenditure and any other losses are prevented;
 - d) that all revenue due to the municipality is collected;
 - e) that the assets and liabilities of the municipality are managed effectively and that assets are safeguarded and maintained to the extent necessary;
 - f) that all information required by the accounting officer for compliance with the provisions of this Act is timeously submitted to the accounting officer: and
 - g) that the provisions of this Act, to the extent applicable to that senior manager or official, including any delegations in terms of section 79, are complied with.
- 2) A senior manager or such official must perform the functions referred to in subsection (1) subject to the directions of the accounting officer of the municipality.

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4. COMMENCEMENT AND DURATION

- 4.1 This Agreement will commence on the 01st of July 2022 and will be applicable until the 30th of June 2023. This agreement will remain until a new Performance Agreement is concluded between the parties, if required during the performance cycle.
- 4.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Departmental Service Delivery and Budget Implementation Plan for the General Manager: Corporate Services 2022/2023 that replaces this Agreement at least once a year by no later than the beginning of each successive financial year.
- 4.3 This Agreement should be read in conjunction with the Contract of Employment and this agreement will terminate on the termination of the General Manager: Corporate Services Contract of Employment.
- 4.4 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.
- 4.5 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.

5. PERFORMANCE OBJECTIVES

- 5.1 The Departmental Service Delivery and Budget Implementation Plan for the General Manager: Corporate Services 2022/2023 (Annexure "B") sets out:
- 5.1.1 The performance objectives and targets that must be met by the General Manager: Corporate Services; and
- 5.1.2 the time frames within which those performance objectives and targets must be met.
- 5.2 The performance objectives and targets reflected in Annexure "B" are set by the Municipal Manager in consultation with the General Manager: Corporate Services, and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP), and shall include key objectives, key performance indicators, target dates and weights.
- 5.3 The key objectives describe the main tasks that need to be done.
- 5.4 The key performance indicators provide a means to measure the extent to which a key objective has been achieved.

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6. PERFORMANCE MANAGEMENT SYSTEM

- 6.1 The General Manager: Corporate Services accepts that the purpose of the Performance Management System will be to provide a comprehensive system with specific performance standards to assist the Municipality, management and municipal staff to perform to the standards required.
- 6.2 The Municipal Manager will consult the General Manager: Corporate Services about the specific performance standards that will be included in the Performance Management System as applicable to the General Manager: Corporate Services.
- 6.3 The Municipal Manager 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.
- 6.4 The criteria upon which the performance of the General Manager: Corporate Services shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 6.5 The General Manager: Corporate Services must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Competencies (Critical Leading Competencies (CLC) and Core Competencies (CC) respectively.
- 6.6 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 6.7 KPAs covering the main areas of work will account for 80% and CLC's and CC's will account for 20% of the final assessment.
- 6.8 The General Manager: Corporate Service's assessment will be based on her performance in terms of the performance indicators identified as per attached Departmental Service Delivery and Budget Implementation Plan for the General Manager: Corporate Services 2022/2023 (**Annexure 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 Municipal Manager and the General Manager: Corporate Services.

Key Performance Areas (KPA's)	Weighting
Basic Services Delivery & Infrastructure	5
Local Economic & Social Development	5
Municipal Transformation & Institutional Development	60
Municipal Financial Viability & Management	10
Good Governance & Public Participation	20
Spatial & Environmental Management	0

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Total	100%
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- 6.9 The critical Leading Competencies (CLC) and Core Competencies (CC) as per Annexure A of the Local Government: Competency Framework for Senior Managers will make up the other 20% of the Employee's assessment score. There is no hierarchical connotation and all competencies are essential to the role of the General Manager. All competencies must therefore be selected from the list below as agreed to between the Employer and the Employee:

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CRITICAL LEADING COMPETENCIES		WEIGHT
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness 	10%
People Management	<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management 	25%
Programme and Project Management	<ul style="list-style-type: none"> • Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation 	5%
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Evaluation • Financial Strategy and Delivery • Financial Reporting and Monitoring 	5%
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation 	5%
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Co-operative Governance 	10%
CORE COMPETENCIES		
Moral Competence		10%
Planning and Organising		5%
Analysis and Innovation		5%
Knowledge and Information Management		5%
Communication		5%
Results and Quality Focus		10%
Total percentage		100%


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7. EVALUATING PERFORMANCE

7.1 The Departmental Service Delivery and Budget Implementation Plan for the General Manager: Corporate Services 2022/2023 (Annexure "B") to this Agreement sets out:

7.1.1 the standards and procedures for evaluating the General Manager: Corporate Services performance; and

7.1.2 the intervals for the evaluation of the General Manager: Corporate Services performance.

7.2 Despite the establishment of agreed intervals for evaluation, the Municipal Manager may, in addition, review the General Manager: Corporate Services performance at any stage while the Contract of Employment remains in force.

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

7.4 Any submission/achievement required in accordance with a KPI will be deemed to be submitted/achieved, only after the Municipal Manager was satisfied that the submission/achievement was of sufficient quality.

7.5 The annual performance appraisal will involve:

7.5.1 **Assessment of the achievement of results as outlined in the Departmental Service Delivery and Budget Implementation Plan for the General Manager: Corporate Services 2022/2023:**

- (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 KPA score.

7.5.2 **Assessment of the CLC's and CC's**

- (a) Each CLC and CC 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 CLC and CC
- (c) This rating should be multiplied by the weighting given to each CLC and CC during the contracting process, to provide a score.

- (d) The applicable assessment rating calculator must then be used to add the scores and calculate a final CLC and CC score.

7.5.3 Overall rating

- (a) An overall rating is calculated by using the applicable assessment-rating calculator. Such overall ratings represent the outcome of the performance appraisal.

7.5.4 The assessment of the performance of the General Manager: Corporate Services will be based on the following rating scale for KPA's and CLC and CCs:

Level	Terminology	Description
5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods.
4	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses.
2	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
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7.6 For purpose of evaluating the annual performance of the General Manager: Corporate Services an evaluation panel constituted of the following persons must be established –

- Municipal Manager;
- Chairperson of performance audit committee
- Member of the executive committee
- Municipal Manager from another municipality

7.7 The manager responsible for human resources of the municipality must provide secretariat Service to the evaluation panel referred to in sub-regulations (d) and (e) of the Municipal Systems Act (Act no 32 of 2000).

8 SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of the employee in relation to his performance agreement shall be reviewed on the dates provided by the Municipal Manager and one member of the

Executive Committee and in case of managers reporting to the Municipal Manager, the Municipal Manager with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	October 2022
Second quarter	:	January 2023
Third quarter	:	April 2023
Fourth quarter	:	July 2023

8.2 The Municipal Manager shall keep record of the mid-year review and annual assessment meetings.

8.3 Performance feedback shall be based on the Municipal Managers assessment of the General Manager: Corporate Services performance.

8.4 The Municipal Manager will be entitled to review and make reasonable changes to the provision of Annexure B from time to time for operational reasons. The General Manager: Corporate Services will be fully consulted before any such change is made.

8.5 The Municipal Manager may amend the provisions of Annexure B whenever the Performance Management System is adopted, implemented and / or amended as the case may be. In that case the General Manager: Corporate Services will be fully consulted before any such change is made.

9 CONDITIONS OF PERFORMANCE BONUSES

Bonuses based on performance may be awarded to a Municipal Manager or a manager directly accountable to the Municipal Manager after the end of the financial year and only after an evaluation of performance and approval of such evaluation by the municipal council concerned.

10 DEVELOPMENTAL REQUIREMENTS



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

10.2 The Employer shall –

10.2.1 create an enabling environment to facilitate effective performance by the employee;

10.1.1 provide access to skills development and capacity building opportunities;

10.1.2 work collaboratively with the General Manager: Corporate Services to solve problems and generate solutions to common problems that may impact on the performance of the General Manager: Corporate Services.

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10.1.3 on request of the General Manager: Corporate Services delegate such powers reasonably required by the General Manager: Corporate Services to enable her to meet the performance objectives and targets established in terms of this Agreement; and

10.1.4 make available to the General Manager: Corporate Services such resources as the General Manager: Corporate Services may reasonably require from time to time to assist her to meet the performance objectives and targets established in terms of this Agreement.

11 CONSULTATION

11.1 The Municipal Manager agrees to consult the General Manager: Corporate Services timely where the exercising of the powers will have amongst others:

11.1.1 a direct effect on the performance of any of the General Manager: Corporate Services functions;

11.1.2 commit the General Manager: Corporate Services to implement or to give effect to a decision made by the Municipal Manager; and

11.1.3 a substantial financial effect on the Municipality.

11.2 The Municipal Manager agrees to inform the General Manager: Corporate Services of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the General Manager: Corporate Services to take any necessary action without delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 The evaluation of the General Manager: Corporate Services performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

12.2 A performance bonus for the General Manager: Corporate Services in recognition of outstanding performance to be constituted as follows:

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- a) a score of 130 to 149 is awarded a performance bonus ranging from 5% to 9%;
and

SCORE	AWARDED %
130-133	5%
134-137	6%
138-141	7%
142-145	8%
146-149	9%

- b) a score of 150 and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	AWARDED %
150-153	10%
154-157	11%
158-161	12%
162-165	13%
166-ABOVE	14%

12.3 In the case of unacceptable performance, the Municipal Manager shall –

- a) provide systematic remedial or developmental support to assist the General Manager: Corporate Services to improve his or her performance; and
- b) after appropriate performance counselling and having provided the necessary guidance and / or support as well as reasonable time for improvement in performance, the Municipal Manager may consider alternative steps as advised through a formal disciplinary hearing.

13. DISPUTES RESOLUTION

13.1 In the event that the employee is dissatisfied with any decision or action of the Council in terms of this Agreement, or where a dispute or difference arises as to the extent to which the employee has achieved the performance objectives and targets established in terms of this Agreement, the employee may meet with the employer with a view to resolving the issue.

13.2 During the meeting the employer will record the outcome of the meeting in writing.

13.3 If the parties could not resolve the issues as mentioned in 13.1 the matter should be referred to the Municipal Council (or any other person appointed by the 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 General Manager: Corporate services.

- 13.4 If the parties do not agree, the dispute may be referred to a mediator, mutually agreed upon by both parties whose decision shall be final and binding on matters covered in this agreement.
- 13.5 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

14. GENERAL

- 14.1 The contents of the Agreement and the outcome of any review conducted in terms of Annexure B may be made available to the public by the Municipality, where appropriate.
- 14.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the General Manager: Corporate Services in terms of her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 14.3 The performance assessment results of the General Manager: Corporate Services must be submitted to the MEC for Local Government in the provincial government and the National Minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at **Ulundi** on this 29 day of **July 2022**

AS WITNESSES:

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 THE MUNICIPAL MANAGER
 ZULULAND DISTRICT MUNICIPALITY

Signed at **Ulundi** on this 29 day of **July 2022**

AS WITNESSES:

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2. 


 GENERAL MANAGER: CORPORATE SERVICES

ANNEXURE	DESCRIPTION	YES/NO
ANNEXURE A	FINANCIAL DISCLOSURE FORM	
ANNEXURE B	DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FOR THE GENERAL MANAGER: CORPORATE SERVICES 2022/2023	
ANNEXURE C	PERSONAL DEVELOPMENT PLAN	

ANNEXURE C: PERSONAL DEVELOPMENT PLAN

Competency to be addressed	Proposed actions	Responsibility	Time-frame	Expected outcome
Advanced project management	Course at reliable service provider	Municipal Manager	Quarter 4	Capable to strategise and to utilise techniques and processes necessary to manage successful projects.
Performance management	Capacity building on Local Government general performance management principles	Municipal Manager	Quarter 4	Capable to implement Local Government performance management effectively

Signed and accepted by General Manager: Corporate Services _____

Date: 29/07/2022

Signed by the Municipal Manager on behalf of the Municipality _____

Date: 29/07/2022

DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN
CORPORATE SERVICES
FINANCIAL YEAR: 2022/2023

Strategic Objective(SO)	KPI No.	Key Performance Indicator	Unit of Measure	Responsible Unit	QUARTERLY TARGETS					Target Date /Reporting frequency	Portfolio of Evidence
					Target Q1 30 Sep 2022	Target Q2 31 Dec 2022	Target Q3 31 Mar 2023	Target Q4 30 Jun 2023	Annual Target 01 July - 30 June		
Continuously managing all existing infrastructure capital assets to minimize the total cost of owning and operating these assets. (Effective Asset Management, internal & community capacity building, collecting revenue, tariffs, monitoring & evaluation, environmental management)	1	Number of lightning conductors installed in identified rural households per quarter within ZDM	Number	Disaster	25 lightning conductors installed in identified rural households per quarter within ZDM	25 lightning conductors installed in identified rural households per quarter within ZDM	25 lightning conductors installed in identified rural households per quarter within ZDM	25 lightning conductors installed in identified rural households per quarter within ZDM	100 lightning conductors installed in identified rural households within ZDM by 30 June 2023	quarterly	Certificate of compliance and Beneficiary list with GPS coordinates
	118	Percentage of maintenance plan budget utilised for the implementation of building maintenance activities per quarter	Percentage	Auxiliary	25% of maintenance plan budget utilised for the implementation of building maintenance activities per quarter	25% of maintenance plan budget utilised for the implementation of building maintenance activities per quarter	25% of maintenance plan budget utilised for the implementation of building maintenance activities per quarter	25% of maintenance plan budget utilised for the implementation of building maintenance activities per quarter	100% of maintenance plan budget utilised for the implementation of building maintenance activities by 30 June 2023	quarterly	Expenditure report
KPA 02 - LOCAL ECONOMIC AND SOCIAL DEVELOPMENT											
Strategic Objective(SO)	KPI No.	Key Performance Indicator	Unit of Measure	Responsible Unit	Target Q1 30 Sep 2022	Target Q2 31 Dec 2022	Target Q3 31 Mar 2023	Target Q4 30 Jun 2023	Annual Target 01 July - 30 June	target date / reporting frequency	Portfolio of Evidence
Building the capacity of the people to engage in the economy	119	Number of youth recruited to participate in the EPWP	Number	Human Resources	N/A	N/A	300 youth recruited to participate in the EPWP	N/A	300 youth recruited to participate in the EPWP by 31 March 2023	31-Mar-23	HR report
KPA 03 - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT											
Strategic Objective(SO)	KPI No.	Key Performance Indicator	Unit of Measure	Responsible Unit	Target Q1 30 Sep 2022	Target Q2 31 Dec 2022	Target Q3 31 Mar 2023	Target Q4 30 Jun 2023	Annual Target 01 July - 30 June	target date / reporting frequency	Portfolio of Evidence
Establishing and maintaining a sound and sustainable management of the fiscal and financial affairs of the municipality and its entities.	120	Percentage of budgeted vacant posts filled according to the adopted organogram	Percentage	Human Resources	N/A	N/A	N/A	100% budgeted vacant posts filled according to the adopted organogram	100% budgeted vacant posts filled according to the adopted organogram by 30 June 2023	30-Jun-23	Appointment Letters / Contracts
	121	Percentage of budget spent on implementing WSP	Percentage	Human Resources	N/A	N/A	N/A	100% of budget spent on implementing WSP	100% of budget spent on implementing WSP by 30 June 2023	30-Jun-23	Expenditure report
	122	Percentage of budget spent on fleet management per quarter	Percentage	Fleet	25% budget spent on fleet management per quarter	25% budget spent on fleet management per quarter	25% budget spent on fleet management per quarter	25% budget spent on fleet management per quarter	100% budget spent on fleet management by 30 June 2023	Quarterly	Expenditure report
	123	Percentage of budget spent on Airport Rehabilitation to ensure attainment of CAT-4 per quarter	Percentage	Airport	10% of Airport equipment maintenance budget spent towards ensuring service of Airport systems per quarter	40% of Airport equipment maintenance budget spent towards ensuring service of Airport systems per quarter	25% of Airport equipment maintenance budget spent towards ensuring service of Airport systems per quarter	25% of Airport equipment maintenance budget spent towards ensuring service of Airport systems per quarter	100% of Airport equipment maintenance budget spent towards ensuring service of Airport systems by 30 June 2022	quarterly	1. Expenditure Report
KPA 04 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objective(SO)	KPI No.	Key Performance Indicator	Unit of Measure	Responsible Unit	Target Q1 30 Sep 2022	Target Q2 31 Dec 2022	Target Q3 31 Mar 2023	Target Q4 30 Jun 2023	Annual Target 01 July - 30 June	target date / reporting frequency	Portfolio of Evidence
Promoting transparent and accountable governance through regular community engagements and effective administration	48	Number of ZDM disaster awareness campaigns held	Number	Disaster	1 ZDM disaster awareness campaign held per quarter	1 ZDM disaster awareness campaign held per quarter	1 ZDM disaster awareness campaign held per quarter	1 ZDM disaster awareness campaign held per quarter	4 ZDM disaster awareness campaigns held by 30 June 2023	Quarterly	OOP and Attendance Register
Systematic development and or review and monitoring implementation of all municipal policies, bylaws, strategies, plans and frameworks in line with any applicable legislation	53	Date ZDM Service Delivery Charter adopted by Council	Date	Human Resources	N/A	N/A	N/A	ZDM Service Delivery Charter adopted by Council by 30 June 2023	ZDM Service Delivery Charter adopted by Council by 30 June 2023	30-Jun-23	Council resolution and Copy of Service delivery Charter
	57	Date MSA Sec 11(3)(a) MFMA 16(1), 24(2), 53(1)(c)(i), 62(1)(f), 79(1)(c) Policies and bylaws submitted to the Council	Date	Human Resources	N/A	N/A	N/A	MSA Sec 11(3)(a) MFMA 16(1), 24(2), 53(1)(c)(i), 62(1)(f), 79(1)(c) Policies and bylaws submitted to the Council by 30 June 2023	MSA Sec 11(3)(a) MFMA 16(1), 24(2), 53(1)(c)(i), 62(1)(f), 79(1)(c) Policies and bylaws submitted to the Council by 30 June 2023	30-Jun-23	council resolutions and copy of policies and bylaws
	124	Date MSA Sec 15(2) Municipal code published on the municipal website	Date	Human Resources	N/A	N/A	N/A	MSA Sec 15(2) Municipal code published on the municipal website by 30 June 2023	MSA Sec 15(2) Municipal code published on the municipal website by 30 June 2023	30-Jun-23	Print screen of municipal website showing date
Effectively handling community enquiries and responding through an effective customer care service	125	Number of interpreted reports from customer care system submitted to Corporate Portfolio Committee per quarter	Number	Human Resources	3 interpreted reports from customer care system submitted to Corporate Portfolio Committee per quarter	3 interpreted reports from customer care system submitted to Corporate Portfolio Committee per quarter	3 interpreted reports from customer care system submitted to Corporate Portfolio Committee per quarter	3 interpreted reports from customer care system submitted to Corporate Portfolio Committee per quarter	12 interpreted reports from customer care system submitted to Corporate Portfolio Committee by 30 June 2023	quarterly	Copy of customer care reports and proof of submission

DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN
CORPORATE SERVICES
FINANCIAL YEAR: 2022/2023

Strategic Objective(SO)	KPI No.	Key Performance Indicator	Unit of Measure	Responsible Unit	QUARTERLY TARGETS				Annual Target 01 July - 30 June	Target Date /Reporting frequency	Portfolio of Evidence
					Target Q1 30 Sep 2022	Target Q2 31 Dec 2022	Target Q3 31 Mar 2023	Target Q4 30 Jun 2023			
To discourage fraud and corruption through effective enforcement of fraud and corruption policy as well as monitoring and implementation of consequence management	126	Number of narrative reports on staff exit compiled submitted to Corporate Portfolio Committee per quarter	Number	Human Resources	1 narrative report on staff exit compiled submitted to Corporate Portfolio Committee per quarter	1 narrative report on staff exit compiled submitted to Corporate Portfolio Committee per quarter	1 narrative report on staff exit compiled submitted to Corporate Portfolio Committee per quarter	1 narrative report on staff exit compiled submitted to Corporate Portfolio Committee per quarter	4 narrative reports on staff exit compiled submitted to Corporate Portfolio Committee by 30 June 2023	quarterly	Copy of staff exit reports and proof of submission
	127	Number of narrative reports on staff leave management compiled and submitted to Corporate Portfolio Committee per quarter	Number	Human Resources	1 narrative report on staff leave management compiled and submitted to Corporate Portfolio Committee per quarter	1 narrative report on staff leave management compiled and submitted to Corporate Portfolio Committee per quarter	1 narrative report on staff leave management compiled and submitted to Corporate Portfolio Committee per quarter	1 narrative report on staff leave management compiled and submitted to Corporate Portfolio Committee per quarter	4 narrative reports on staff leave management compiled and submitted to Corporate Portfolio Committee by 30 June 2023	quarterly	Copy of staff leave management reports and proof of submission
	128	Number of departmental meetings coordinated per quarter	Number	ALL	3 departmental meetings coordinated per quarter	3 departmental meetings coordinated per quarter	3 departmental meetings coordinated per quarter	3 departmental meetings coordinated per quarter	12 departmental meetings coordinated by 30 June 2023	quarterly	Notice, Agenda, Minutes and Attendance Register
	129	Number of reports on Records Management to be submitted to Corporate Portfolio Committee per quarter	Number	Auxiliary	1 of reports on Records Management to be submitted to Corporate Portfolio per quarter	1 of reports on Records Management to be submitted to Corporate Portfolio per quarter	1 of reports on Records Management to be submitted to Corporate Portfolio per quarter	1 of reports on Records Management to be submitted to Corporate Portfolio per quarter	4 of reports on Records Management to be submitted to Corporate Portfolio by 30 June 2023	quarterly	Copy of Records report and proof of submission

KPA 05 - Municipal Transformation & Organizational Development

Strategic Objective(SO)	KPI No.	Key Performance Indicator	Unit of Measure	Responsible Unit	Target Q1 30 Sep 2022	Target Q2 31 Dec 2022	Target Q3 31 Mar 2023	Target Q4 30 Jun 2023	Annual Target 01 July - 30 June	target date / reporting frequency	Portfolio of Evidence
Investing in a workforce to meet service delivery demand through implementing a culture of continuous learning and improvement	58	Number of policy workshops conducted for ZDM employees per quarter	Number	Human Resources	1 policy workshop conducted for ZDM employees per quarter	1 policy workshop conducted for ZDM employees per quarter	1 policy workshop conducted for ZDM employees per quarter	1 policy workshop conducted for ZDM employees per quarter	4 policy workshops conducted for ZDM employees by 30 June 2023	quarterly	Notice, Attendance Register and copy of presentations made
	59	Number of ZDM employees trained on Batho Pele principles per quarter	Number	Human Resources	30 ZDM employees trained on Batho Pele principles per quarter	30 ZDM employees trained on Batho Pele principles per quarter	30 ZDM employees trained on Batho Pele principles per quarter	30 ZDM employees trained on Batho Pele principles per quarter	120 ZDM employees trained on Batho Pele principles by 30 June 2022	quarterly	Notice, Attendance Register and copy of presentations made
	60	Number workshops conducted on labour relations matters to ZDM employees per quarter	Number	Human Resources	1 workshop conducted on labour relations matters to ZDM employees per quarter	1 workshop conducted on labour relations matters to ZDM employees per quarter	1 workshop conducted on labour relations matters to ZDM employees per quarter	1 workshop conducted on labour relations matters to ZDM employees per quarter	4 workshops conducted on labour relations matters to ZDM employees by 30 June 2023	quarterly	Notice, Attendance Register and copy of presentations made
	61	Date WSP report submitted to LGSETA	Number	Human Resources	N/A	N/A	N/A	WSP report submitted to LGSETA by 30 June 2023	WSP report submitted to LGSETA by 30 June 2023	30-Jun-23	Copy of WSP Report and Proof of submission
Promoting sound labour relations through promoting effective human resource practises	62	Date employment equity plan reports submitted to Department of Labour	Date	Human Resources	N/A	N/A	Employment equity plan reports submitted to Department of Labour by 15 Jan 2023	N/A	Employment equity plan reports submitted to Department of Labour by 15 Jan 2023	15-Jan-23	Proof of submission and copy of employment equity plan report
	63	Date employment equity plan reports submitted to Council	Date	Human Resources	N/A	1 employment equity report submitted to council by 31 Dec 2022	N/A	N/A	1 employment equity report submitted to council by 31 Dec 2022	31-Dec-23	Council resolution and Employment equity
	64	Date 2023/2024 ZDM organogram approved by council	Date	Human Resources	N/A	N/A	N/A	2023/2024 ZDM organogram approved by council by 30 June 2023	2023/2024 ZDM organogram approved by council by 30 June 2023	30-Jun-23	Council resolution and Copy of organogram
Monitoring, review and progressively improve service delivery performance through improvement of business processes and systems, performance auditing, risk management and oversight	89	Number of MPMR Sec 14 (2)(g) meetings in relation to Audit Committee secretariat services provided held per quarter	Number	Human Resources	1 MPMR Sec 14 (2)(g) meeting in relation to Audit Committee secretariat services provided held per quarter	1 MPMR Sec 14 (2)(g) meeting in relation to Audit Committee secretariat services provided held per quarter	1 MPMR Sec 14 (2)(g) meeting in relation to Audit Committee secretariat services provided held per quarter	1 MPMR Sec 14 (2)(g) meeting in relation to Audit Committee secretariat services provided held per quarter	4 MPMR Sec 14 (2)(g) meetings in relation to Audit Committee secretariat services provided held by 30 June 2023	quarterly	Notice, Agenda and attendance register
	90	Number of EXCO Meetings coordinated per quarter	Number	Human Resources	1 EXCO Meeting coordinated	1 EXCO Meeting coordinated per quarter	1 EXCO Meeting coordinated per quarter	1 EXCO Meeting coordinated per quarter	4 EXCO Meetings coordinated by 30 June 2023	quarterly	Notice, Agenda and attendance register
	91	Number of portfolio committee meetings coordinated per quarter	Number	Human Resources	4 portfolio committee meetings coordinated per quarter	4 portfolio committee meetings coordinated per quarter	4 portfolio committee meetings coordinated per quarter	4 portfolio committee meetings coordinated per quarter	16 portfolio committee meetings coordinated by 30 June 2023	quarterly	Notice, Agenda and attendance register
	92	Number of MPAC meetings coordinated per quarter	Number	Human Resources	1 MPAC meeting coordinated per quarter	1 MPAC meeting coordinated per quarter	1 MPAC meeting coordinated per quarter	1 MPAC meeting coordinated per quarter	4 MPAC meetings coordinated by 30 June 2023	quarterly	Notice, Agenda and attendance register
	93	Number of Council Meetings coordinated per quarter	Number	HOD	1 Council Meeting coordinated per quarter	1 Council Meeting coordinated per quarter	1 Council Meeting coordinated per quarter	1 Council Meeting coordinated per quarter	4 Council Meetings coordinated by 30 June 2023	quarterly	Notice, Agenda and attendance register

DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN
CORPORATE SERVICES
FINANCIAL YEAR: 2022/2023

Strategic Objective(SO)	KPI No.	Key Performance Indicator	Unit of Measure	Responsible Unit	QUARTERLY TARGETS					Target Date /Reporting frequency	Portfolio of Evidence
					Target Q1 30 Sep 2022	Target Q2 31 Dec 2022	Target Q3 31 Mar 2023	Target Q4 30 Jun 2023	Annual Target 01 July - 30 June		
	95	Number of ICT steering committee meetings held per quarter	Number	Information Technology	1 ICT steering committee meeting held per quarter	1 ICT steering committee meeting held per quarter	1 ICT steering committee meeting held per quarter	1 ICT steering committee meeting held per quarter	4 ICT steering committee meetings held by 30 June 2023	quarterly	Notice, Agenda and attendance register
Investing in a workforce to meet service delivery demand through implementing a culture of continuous learning and improvement	130	Number of ZDM employees assisted with bursaries	Number	Human Resources	N/A	N/A	N/A	10 ZDM employees assisted with bursaries	10 ZDM employees assisted with bursaries by 30 June 2023	30-Jun-23	Bursary Award Letters
Optimise workforce productivity by enforcing a sound organizational culture	131	Number of WSP report submitted to Corporate Service Portfolio	Number	Human Resources	N/A	N/A	N/A	1 WSP report submitted to Corporate Service Portfolio	1 WSP report submitted to Corporate Service Portfolio by 30 June 2023	30-Jun-23	Proof of submission and copy of WSP report
	132	Number of HR report submitted to Corporate Portfolio per quarter	Number	Human Resources	1 HR report submitted to Corporate Portfolio per quarter	1 HR report submitted to Corporate Portfolio per quarter	1 HR report submitted to Corporate Portfolio per quarter	1 HR report submitted to Corporate Portfolio per quarter	4 HR report submitted to Corporate Portfolio by 30 June 2023	Quarterly	Proof of submission and copy of HR report
Promoting sound labour relations through promoting effective human resource practises	133	Number of Local Labour Forum meetings held per quarter	Number	Human Resources	1 Local Labour Forum meeting held per quarter	1 Local Labour Forum meeting held per quarter	1 Local Labour Forum meeting held per quarter	1 Local Labour Forum meeting held per quarter	4 Local Labour Forum meetings held by 30 June 2023	Quarterly	Notice, Agenda, Minutes and Attendance Register
	134	Number of Labour Relations report submitted to Local Labour Forum per quarter	Number	Human Resources	1 Labour Relations report submitted to Local Labour Forum per quarter	1 Labour Relations report submitted to Local Labour Forum per quarter	1 Labour Relations report submitted to Local Labour Forum per quarter	1 Labour Relations report submitted to Local Labour Forum per quarter	4 Labour Relations report submitted to Local Labour Forum by 30 June 2023	Quarterly	Labour Relations Report and Agenda of Committee
Investing in a workforce to meet service delivery demand through implementing a culture of continuous learning and improvement	135	Number of Health awareness campaigns for staff conducted per quarter	Number	Human Resources	1 Health awareness campaigns for staff conducted per quarter	1 Health awareness campaigns for staff conducted per quarter	1 Health awareness campaigns for staff conducted per quarter	1 Health awareness campaigns for staff conducted per quarter	4 Health awareness campaigns for staff conducted by 30 June 2023	Quarterly	Notice, OOP, Attendance Register and Copy of Presentation
	136	Number of workshops on EAP conducted per quarter	Number	Human Resources	1 workshop on EAP conducted per quarter	1 workshop on EAP conducted per quarter	1 workshop on EAP conducted per quarter	1 workshop on EAP conducted per quarter	4 workshops on EAP conducted by 30 June 2022	Quarterly	Notice, OOP, Attendance Register and Copy of Presentation
Monitor and enhance compliance with health and safety standards to improve employee working conditions and the public	137	Number of reports submitted to GM: Corporate on employees counselling per quarter	Number	Human Resources	1 report submitted to GM: Corporate on employees counselling per quarter	1 report submitted to GM: Corporate on employees counselling per quarter	1 report submitted to GM: Corporate on employees counselling per quarter	1 report submitted to GM: Corporate on employees counselling per quarter	4 reports produced on employees counselling by 30 June 2023	quarterly	Copy of report and proof of submission
	138	Number of OHS Committee meetings coordinated as per quarter	Number	OHS	1 OHS Committee meetings coordinated as per quarter	1 OHS Committee meetings coordinated as per quarter	1 OHS Committee meetings coordinated as per quarter	1 OHS Committee meetings coordinated as per quarter	4 OHS Committee meetings coordinated by 30 June 2023	quarterly	Notice, Agenda and attendance register
Optimise workforce productivity by enforcing a sound organizational culture	139	Number of narrative ICT reports produced and submitted to ICT steering committee per quarter	Number	IT - Report directly to the GM	1 narrative ICT report produced and submitted to ICT steering committee per quarter	1 narrative ICT report produced and submitted to ICT steering committee per quarter	1 narrative ICT report produced and submitted to ICT steering committee per quarter	1 narrative ICT report produced and submitted to ICT steering committee per quarter	4 narrative ICT reports produced and submitted to ICT steering committee by 30 June 2023	quarterly	Copy of ICT reports and ICT steering Committee agenda and minutes
Building adequate infrastructure, equipment and resources to respond to service interruptions	140	Number of workshops for ZDM employees on ICT capacitation conducted per quarter	Date	Information Technology	1 workshop for ZDM employees on ICT capacitation conducted per quarter	1 workshop for ZDM employees on ICT capacitation conducted per quarter	1 workshop for ZDM employees on ICT capacitation conducted per quarter	1 workshop for ZDM employees on ICT capacitation conducted per quarter	4 workshops for ZDM employees on ICT capacitation conducted by 30 June 2023	30-Jun-23	Notice, OOP, Attendance Register and Copy of Presentation
	141	Date IT network systems upgraded	Date	Information Technology	N/A	N/A	N/A	IT network systems upgraded by 31 June 2023	IT network systems upgraded by 31 June 2023	30-Jun-23	Certificate of Completion
	142	Date network connectivity installed at all ZDM water treatment plants	Date	Information Technology	N/A	N/A	N/A	Network connectivity installed at all ZDM water treatment plants by 30 Jun 2023	Network connectivity installed at all ZDM water treatment plants by 30 Jun 2023	30-Jun-23	Certificate of Completion