

SENIOR MANAGEMENT SERVICES PERFORMANCE AGREEMENT

Mr. R.N. Hlongwa

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

AND

Ms. R.N Msimango

General Manager: Technical Services reporting to the Municipal Manager
("General Manager: Technical 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

Ms R.N. Msimango, Employee of the Municipality (hereinafter referred to as the Employee or General Manager: Technical Services).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The Municipality has entered into a contract of employment with General Manager: Technical Services for a period of five (5) years, ending on 31 March 2027 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 General Manager: Technical 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. Municipal Manager shall report to the Mayor 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.

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- 2.3 specify accountability as set out in a Service Delivery and Budget Implementation Plan for the General Manager: Technical 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 General Manager: Technical 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 1st 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 Performance Plan 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 General Manager: Technical 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 Performance Plan (Annexure "B") sets out:
- 5.1.1 The performance objectives and targets that must be met by General Manager: Technical 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 "A" are set by the Municipal Manager in consultation with General Manager: Technical 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.

6. PERFORMANCE MANAGEMENT SYSTEM

- 6.1 General Manager: Technical 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 Municipal Manager will consult General Manager: Technical Services about the specific performance standards that will be included in the Performance Management System as applicable to General Manager: Technical Services.
- 6.3 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 General Manager: Technical Services shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 6.5 General Manager: Technical 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 General Manager: Technical Services assessment will be based on her performance in terms of the performance indicators identified as per attached Service Delivery and Budget Implementation Plan for the General Manager: Technical 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 General Manager: Technical Services.

Key Performance Areas (KPA's)	Weighting
Basic Services Delivery & Infrastructure	70
Local Economic & Social Development	0
Municipal Transformation & Institutional Development	10
Municipal Financial Viability & Management	10

Good Governance & Public Participation	10
Spatial & Environmental Management	0
Total	100%

- 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 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 	10%
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 	10%
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Evaluation • Financial Strategy and Delivery • Financial Reporting and Monitoring 	10%
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation 	10%
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%

7. EVALUATING PERFORMANCE

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- 7.1 The Departmental Service Delivery and Budget Implementation Plan for the General Manager: Technical Services 2022/2023 (Annexure "B") to this Agreement sets out:
- 7.1.1 the standards and procedures for evaluating General Manager: Technical Services performance; and
- 7.1.2 the intervals for the evaluation of General Manager: Technical Services performance.
- 7.2 Despite the establishment of agreed intervals for evaluation, the Municipal Manager may, in addition, review General Manager: Technical 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: Technical 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 General Manager: Technical 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 General Manager: Technical Services an evaluation panel constituted of the following persons must be established –

- a) Municipal Manager;
- b) Chairperson of performance audit committee
- c) Member of the executive committee
- d) Municipal Manager from another municipality

7.7 The manager responsible for human resources of the municipality must provide secretariat services 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 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 General Manager: Technical Services performance.

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

8.5 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 General Manager: Technical Services will be fully consulted before any such change is made.

9 CONDITIONS OF PERFORMANCE BONUSES

Bonuses based on performance may be awarded to 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.

10.1 The Employer shall –

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

10.1.2 provide access to skills development and capacity building opportunities;

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

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

10.1.5 Make available to General Manager: Technical Services such resources as General Manager: Technical 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 General Manager: Technical Services timely where the exercising of the powers will have amongst others:

11.1.1 a direct effect on the performance of any of General Manager: Technical Service's functions;

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11.1.2 commit General Manager: Technical 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 Municipal Manager agrees to inform General Manager: Technical 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 General Manager: Technical Services to take any necessary action without delay.

12 MANAGEMENT OF EVALUATION OUTCOMES

12.1 The evaluation of General Manager: Technical Service's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

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

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 General Manager: Technical 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, 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 General Manager: Technical 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

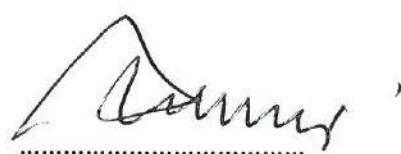
- 14.1 The contents of the Agreement and the outcome of any review conducted in terms of Annexure B may be made available to the public by the Municipality, where appropriate.
- 14.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of General Manager: Technical Services 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 General Manager: Technical 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.

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Thus done and signed at Ulundi on this 28 day of July 2022

AS WITNESSES:

1. 
2. 



**MUNICIPAL MANAGER
ZULULAND DISTRICT MUNICIPALITY**

Signed at Ulundi on this 28 day of July 2022

AS WITNESSES:

1. 
2. 



GENERAL MANAGER: TECHNICAL SERVICES

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

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ANNEXURE C: PERSONAL DEVELOPMENT PLAN (PDP): GENERAL MANAGER – TECHNICAL SERVICES

COMPETENCY REQUIRED	SKILLS/PERFORMANCE GAP	ACTION /TRAINING AND / OR DEVELOPMENT ACTIVITY	SUGGESTED TIME FRAMES	OUTCOMES EXPECTED
1. MBA	Advanced Management	1. Attend MBA with Wits Business School	24 Months	1. Greater understanding of global market in a public entity,
2. Advance Excel Course	Inadequate skills in applying certain formula.	1. Attend a course		1. Continuous improvement 2. Employee development
2. Governance Leadership	Consistent use of rules, regulations and relevant policies to manage issues of compliance more effectively may be lacking	1. Subscribe on relevant journals to gain the latest information on Governance Leadership. 2. Search on the internet and engage with colleagues at the same level of management.		1. Adjusted management style to fit the employees 2. Prevention of employer – employee problems which may impact work environment
3. Advanced Project Management (with Project Management Institute)	Intense Project Management Skills might be lacking	1. Attend Advanced Project Management Course		1. advanced understanding of project management

GM: Technical Services: _____



Municipal Manager: _____

Date: 28/07/22

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

Strategic Objective(SO)	KPI No.	Key Performance Indicator	Unit of Measure	Responsible Unit	QUARTERLY TARGETS				Annual Target	target date / reporting frequency	Portfolio of Evidence
					Target Q1 30 Sept 2022	Target Q2 31 Dec 2022	Target Q3 31 Mar 2023	Target Q4 30 Jun 2023			
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)	6	Percentage of ZDM Water determinants that pass laboratory tests per quarter	Percentage	Bulk	85% ZDM Water determinants that pass laboratory tests per quarter	85% ZDM Water determinants that pass laboratory tests per quarter	85% ZDM Water determinants that pass laboratory tests per quarter	85% ZDM Water determinants that pass laboratory tests per quarter	85% ZDM Water Determinants that pass laboratory tests by 30 June 2023	Quarterly	Lab results
	7	The average time taken to fix spillages per quarter	Hours	O&M	48Hrs average time taken to fix spillages per quarter	48Hrs average time taken to fix spillages per quarter	48Hrs average time taken to fix spillages per quarter	48Hrs average time taken to fix spillages per quarter	48Hrs average time taken to fix spillages by 30 June 2023	Quarterly	Job cards summary report
	150	The average time taken to fix sewerage spillages within ZDM (honeysucker) per quarter	Hours	O&M	48Hrs average time taken to fix sewerage spillages within ZDM (honeysucker) per quarter	48Hrs average time taken to fix sewerage spillages within ZDM (honeysucker) per quarter	48Hrs average time taken to fix sewerage spillages within ZDM (honeysucker) per quarter	48Hrs average time taken to fix sewerage spillages within ZDM (honeysucker) per quarter	48Hrs average time taken to fix sewerage spillages within ZDM (honeysucker) by 30 June 2023	Quarterly	Job cards summary report
	177	The average time taken to fix pipeline blockages within ZDM per quarter	Hours	O&M	48 hrs average time taken to fix pipeline blockages within ZDM per quarter	48 hrs average time taken to fix pipeline blockages within ZDM per quarter	48 hrs average time taken to fix pipeline blockages within ZDM per quarter	48 hrs average time taken to fix pipeline blockages within ZDM per quarter	48 hrs average time taken to fix pipeline blockages within ZDM by 30 June 2023	Quarterly	Job cards summary report
	151	Date infrastructure conditional assessment report submitted to Finance Department	Date	HOD	N/A	N/A	N/A	Infrastructure conditional assessment report submitted to Finance Department by	Infrastructure conditional assessment report submitted to Finance Department by 30 Jun 2023	30-Jun-23	Proof of submission and copy of Infrastructure conditional assessment report
Establishing and maintaining partnerships with government and private sector to accelerate provision of universal, equitable & consistent access to the municipal services that local communities are entitled to.	152	Percentage of kilolitres produced by ZDM water treatment plants per quarter	Percentage	Bulk	75% kilolitres produced by ZDM water treatment plants per quarter	75% kilolitres produced by ZDM water treatment plants per quarter	75% kilolitres produced by ZDM water treatment plants per quarter	75% kilolitres produced by ZDM water treatment plants per quarter	75% kilolitres produced by ZDM water treatment plants by 30 June 2023	Quarterly	Monthly production report
	153	Number of kilolitres supplied to community within ZDM through the water tanker system per quarter	Number	O&M	28 800 kilolitres Supplied to community within ZDM through the water tanker system per quarter	28 800 kilolitres Supplied to community within ZDM through the water tanker system per quarter	28 800 kilolitres Supplied to community within ZDM through the water tanker system per quarter	28 800 kilolitres Supplied to community within ZDM through the water tanker system per quarter	115 200 kilolitres Supplied to community within ZDM through the water tanker system by 30 June 2023	Quarterly	Water collection register
	154	Percentage of water schemes functional within ZDM, against total number of schemes per quarter	Percentage	O&M	80% water schemes functional within ZDM, against total number of schemes per quarter	80% water schemes functional within ZDM, against total number of schemes per quarter	80% water schemes functional within ZDM, against total number of schemes per quarter	80% water schemes functional within ZDM, against total number of schemes per quarter	80% water schemes functional within ZDM, against total number of schemes by 30 June 2023	Quarterly	Submitted CAPEX report

KPA 03- MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objective(SO)	KPI No.	Key Performance Indicator	Unit of Measure	Responsible Unit	Target Q1 30 Sept 2022	Target Q2 31 Dec 2022	Target Q3 31 Mar 2023	Target Q4 30 Jun 2023	Annual Target	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.	155	Percentage of Actual repairs and maintenance budget spent per quarter	Percentage	O&M	25% Actual repairs and maintenance budget spent per quarter	25% Actual repairs and maintenance budget spent per quarter	25% Actual repairs and maintenance budget spent per quarter	25% Actual repairs and maintenance budget spent per quarter	100% Actual repairs and maintenance budget spent by 30 June 2023	Quarterly	copy of 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 Sept 2022	Target Q2 31 Dec 2022	Target Q3 31 Mar 2023	Target Q4 30 Jun 2023	Annual Target	target date / reporting frequency	Portfolio of Evidence
Effectively handling community enquiries and responding through an effective customer care service	156	Number of consultation meetings conducted in Communities by ISD and Technical Officers per quarter	Number	O&M	6 Consultation meetings conducted in Communities by ISD & Technical Officers per quarter	6 Consultation meetings conducted in Communities by ISD & Technical Officers per quarter	6 Consultation meetings conducted in Communities by ISD & Technical Officers per quarter	6 Consultation meetings conducted in Communities by ISD & Technical Officers per quarter	24 Consultation meetings conducted in Communities by ISD and Technical Officers by 30 Jun 2023	Quarterly	Agenda, Minutes and attendance register
To discourage fraud and corruption through effective enforcement of fraud and corruption policy as well as monitoring and implementation of consequence management	157	Number of departmental meetings held per quarter	Number	HOD	3 Departmental meetings held per quarter	3 Departmental meetings held per quarter	3 Departmental meetings held per quarter	3 Departmental meetings held per quarter	12 Departmental meetings held by 30 June 2023	Quarterly	Minutes and attendance register

KPA 05- MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT

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

Strategic Objective(SO)	KPI No.	Key Performance Indicator	Unit of Measure	Responsible Unit	QUARTERLY TARGETS				Annual Target	target date / reporting frequency	Portfolio of Evidence
					Target Q1 30 Sept 2022	Target Q2 31 Dec 2022	Target Q3 31 Mar 2023	Target Q4 30 Jun 2023			
Strategic Objective(SO)	KPI No.	Key Performance Indicator	Unit of Measure	Responsible Unit	Target Q1 30 Sept 2022	Target Q2 31 Dec 2022	Target Q3 31 Mar 2023	Target Q4 30 Jun 2023	Annual Target	target date / reporting frequency	Portfolio of Evidence
Optimise workforce productivity by enforcing a sound organizational culture	158	Date Water and Sanitation Operations and Maintenance Plan Reviewed and Approved by Council		Technical Services Department	N/A	N/A	N/A	Water and Sanitation Operations and Maintenance Plan Reviewed and Approved by Council by 30 June 2023	Water and Sanitation Operations and Maintenance Plan Reviewed and Approved by Council by 30 June 2023	30-Jun-23	Council Resolution and copy of Water and Sanitation operations and maintenance plan report



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