

5.7 PERFORMANCE MANAGEMENT SYSTEM

INTRODUCTION

The Lesedi Performance Management System entails a framework that practices the art of Purpose-directed, Leadership and Management (*PDLAM*). A conceptual layout of the major component of PDLAM system framework is contained in (*figure 1*).

LEGISLATIVE AND REGULATORY FRAMEWORK

The Municipal Systems Act (*32 of 2000*) and the Municipal Planning and Performance Regulations, (*August 2001*) are the core pieces of legislation that reinforces the institutionalization of a performance management culture in a South African local government.

The Municipal Systems Act embeds the need for performance management in local government and requires municipalities to develop a Service Delivery Budget Implementation Plan (*SDBIP*).

The SDBIP serves as a contract between the administration, council and the community expressing goals and objectives set by council as quantifiable outcomes to be implemented during a particular financial year. The SDBIP provides the basis for measuring performance.

**OVERVIEW OF THE PERFORMANCE AND RISK MANAGEMENT SYSTEM
TO PRACTISE THE ART OF
PURPOSE-DIRECTED LEADERSHIP AND MANAGEMENT (PDLAM)**

THE PDLAM SYSTEM FRAMEWORK

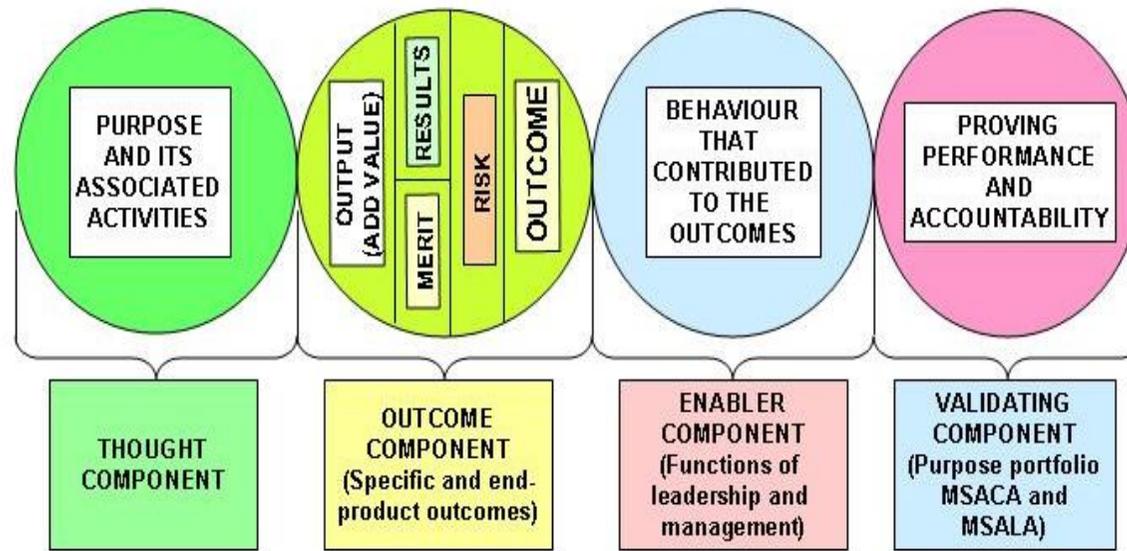


Figure 1. Major components of the PDLAM system framework.

5.7.1 PURPOSE STRUCTURE DESIGN

In the PDLAM system framework the relevant concepts are brought into perspective by using the unique and practical technique of purpose structure design. This design which must meet certain design criteria does not only solve the problem of understanding and distinguishing between the concepts “purpose”, “goals” and “objectives” and in particular the application of KPAs and KPIs, but it also meets the requirement of the performance equation of output over input.

A simplified version to explain the application of the performance equation linked to KPA’s and KPI’s is depicted in (figure 2). The KPAs are the integral parts of the output and input goals in the purpose structure design. This layout will also bring into perspective the other terms associated with the performance equation distinguishing properly between output and input to assess performance.

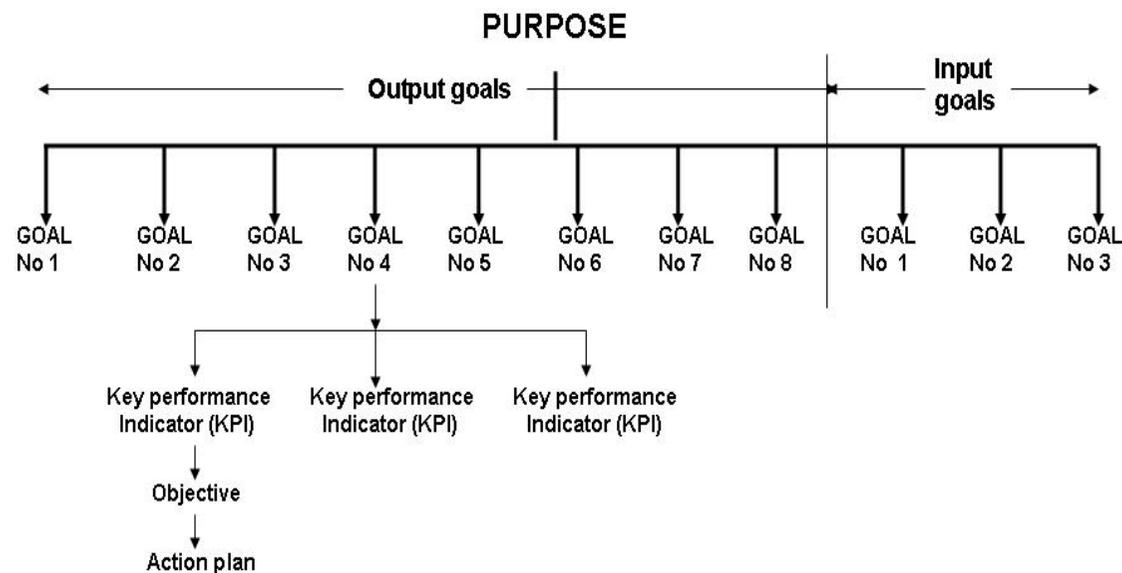


Figure 2. A conceptual layout of the purpose structure design.

The concept of purpose structure design, which must meet the prescribed design criteria, is now already a well-known technique in the Lesedi Local Municipality. A corporate purpose structure has been designed which depicts the primary accountabilities of the municipality of both the political- as well as the administrative pillars. Its linking capabilities make the concept of cascading relatively simple.

5.7.2 PERFORMANCE MANAGEMENT vs PDLAM

The system framework for practicing the art of Purpose-Directed-Leadership & Management (*PDLAM*) is in accordance with the Systems Act and serves as a tool to measure performance within the municipality. The PDLAM System was **approved by Lesedi Local Municipality during October 2005** and a second & third version were developed for implementation in the 2009/2010 financial year.

5.7.3 BENEFITS AND SCOPE OF PDLAM

The PDLAM Measurement System is used to MEASURE THE PERFORMANCE OF THE MUNICIPALITY as a whole in an effective, efficient, economical and accountable manner. It is also used to determine performance status of the municipality with regard to service delivery to the community as well as whether the performance have increased / decreased. The PDLAM system is comprehensive in that it provides the municipality with information to determine whether a specific department, section or unit is pulling the performance of the municipality down.

Individual performance is also available to view the progress of an employee over a period of time as well as to determine possible capacity building, skills development and/or training needs. The PDLAM System assists the municipality to identify challenges before it becomes a crisis.

The outcome is used to improve performance by means of performance reviews and one-on-one discussions. The Executive Mayor in charge of the Governance Pillar and the Municipal Manager in charge of the Administration must jointly ensure that the principles of governance and management are conducted in such a way that it can be measured. The system is designed to promote a performance and risk management culture in the municipality. It is expected of each councillor/official of the Lesedi Local Municipality, to determine his or her performance objectives with the aid of the relevant tools that are at his/her disposal.

BENEFITS FOR THE MUNICIPALITY

- a. PRMS focuses on results / outcome
- b. Produce Meaningful Results – with the alignment of activities & processes
- c. Directs attention from Bottom & Top approaches
- d. Identify Short Comings / Challenges

BENEFITS FOR THE EMPLOYEE

- a. Helps employees to take charge and become accountable for their responsibilities (*Employees realize that they form part of the bigger chain of responsibility*)
- b. PRMS is Not a Policing System; it rather ensures fair and equitable treatment (*The Employee set his/her own objectives to be measured*)
- c. Supports ongoing communication between management and sub-ordinates (*Performance Reviews & Feedback*)
- d. Employee grow in his/her position over a period time (*Proof of Achievements / Results*)
- e. Proves that each position in the municipality are equally important (*Accountable for objectives, Leadership in position & Teamwork to achieve*)

5.7.4 AVAILABLE VERSIONS OF THE PERFORMANCE SYSTEM

VERSION 1

The advanced version is available for councillors & employees between levels 1–6. (*This version is used by councillors, senior managers and middle management who are office bounded.*)

VERSION 2

The Intermediate version is available for employees between levels 7 – 12.

(*This version is mostly used by the technical staff and members who are not office bounded.*)

VERSION 3

The Simpler version is available for employees between levels 13 – 17.

(This version is used by employees who are not office bounded and who are mostly responsible for the physical output of objectives.)

5.7.5 MAJOR TOOLS TO ASSESS PERFORMANCE

The two major tools of the system have been amended to accommodate all three versions of the approved Performance Management System. All three versions make use of the same software program that produces the performance outcome of the municipality as a whole.

This implies that each role player, irrespective of the level on which he or she is functioning in the municipality, will be able to take part in the same Performance Management System.

The two major tools for assessment of the municipality are as follows:-

1st MAJOR TOOL: PURPOSE PORTFOLIO

The Purpose Portfolio is the recording document for measurable objectives of operational matters and responsibilities applicable to the councillor / employee.

APPRAISAL OF THE PURPOSE PORTFOLIO

The Purpose Portfolio requires two categories of appraisal, i.e. ⁽¹⁾ **the appraisal of outcomes/results** in the purpose portfolio where both results and merit are appraised in terms of the service levels. These appraisals are done in accordance with the levels as defined and percentages allocated to each level; and ⁽²⁾ **the appraisal of Merit** is referred to as variables of which the individual has control over, for instance, behaviour, attitude, skills, ability, knowledge and willingness to learn.

When an objective as recorded on the appropriate goal sheet, is achieved on the target date, the result and merit is assessed and expressed as a percentage (%) in the applicable columns provided for that on the goal sheet.

Should an objective not be achieved on the target date, the result and merit must still be measured, together with a note of the reason on why the objective was not achieved.

2nd MAJOR TOOL: MODEL FOR CYCLICAL COMPARATIVE ANALYSIS

As the Vision & Mission of the municipality is rooted around Service Delivery this, document includes two parts of appraisal ^(a) Systems Appraisal (MSACA) as well as a ^(b) Self Appraisal (MSALA).

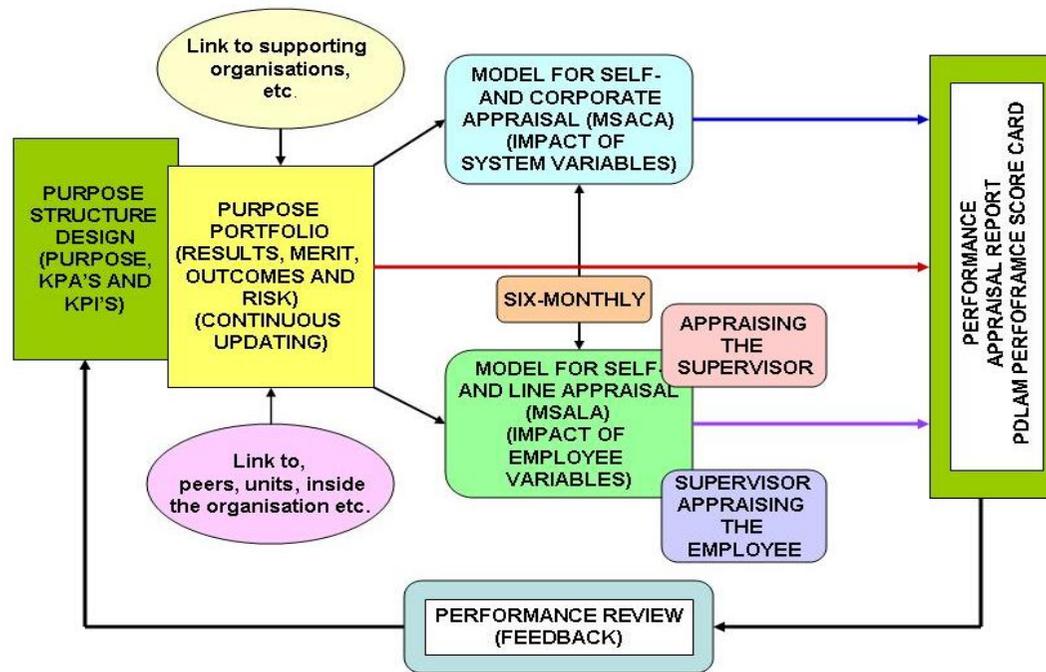


Figure 3. The model for cyclical-comparative analysis for performance and risk assessment.

APPRAISAL OF THE MCCA DOCUMENT

- a. The Systems Appraisal (*MSACA*), includes the Systems Thinking that involves the *four(4)* processing domains, i.e. strategic, resource, regulating and responsibility domains. Such an assessment is conducted in terms of the enabler and outcome components and is expressed in star ratings that reflect in the Scorecard processed at the end of a 6-month cycle.
- b. The Self-Appraisal (*MSALA*) part of the document is developed to enable the incumbent to appraise his/her responsibilities (*measurable objectives*) as well as the extent to which he/she is able to conduct the functions of leadership and management effectively i.e. Leading, Motivating, Attitude and General Behaviour. The completion of this document forms part of the circular **360⁰ Appraisal Technique**.

The abovementioned assessment of the MCCA Document is conducted by the individual, based on assessment criteria which forms an integral part of the systems framework. Using the prescribed tracking function, the supervisor will simply assess progress against the same standards used by the incumbent, so that the aspect of subjectivity is practically eliminated.

5.7.6 PERFORMANCE OUTCOME AND RESULTS

PERFORMANCE SCORECARD

A Performance Scorecard is compiled from the information contained in the Purpose Portfolio and the MCCA Document that becomes available for individuals who have participated in the process.

WEIGHT ALLOCATIONS FOR THE SCORECARD ARE AS FOLLOWS:-

The Enabler component as well as the Outcome component carries equal weight

- * Enabler (*Behavioural*) component weighs **50%**; and
- * **Outcome component** weighs **50%**

The **Outcome Component** comprises of the following:-

- Specific Outcomes – that weighs **10%**; and

End-product outcomes – that weighs **40%**

Averages are calculated according to the weights referred to above in order to culminate in a star rating on the Score Cards. Star Ratings are calculated for individuals and combined to depict Star Ratings for each business unit and eventually a corporate Star Rating.

ANALYSIS REPORTS

Analysis Reports produced by the software program from information out of the major tools, becomes available and are instrumental in a performance review between the councillor / individual and his/her Superior / Line Manager.

5.7.7 OTHER AVAILABLE MEASUREMENT TOOLS

INTERNAL APPRAISALS *(To be completed by employees)*

To assess the helpful attitude and assistance between different units and departments within the municipality. At least five(5) Internal Appraisals (*Inter-departmental appraisals*) to be completed once during a six-month-cycle where one unit appraise another unit on service delivery and/or support to assist in the workflow.

EXTERNAL APPRAISALS *(To be completed by the community)*

To assess the helpful attitude, assistance and overall service delivery towards the community. At least five(5) External Appraisals (*Contractor, Service Providers, Community*) to be completed once during a six-month-cycle in order to measure the standards against which the deliverables i.e. products and services to the community are assessed.

5.7.8 RESPONSIBILITIES OF ROLEPLAYERS

POLITICAL PILLAR

Each member of the Mayoral Committee and members of the Council in the governance role must ensure that he/she maintain the purpose portfolio where the respective objectives of responsibilities are recorded.

PERFORMANCE INDICATOR AND DEFINITION	INPUT INDICATOR	PROCESS INDICATOR	OUTPUT INCIATOR	OUTCOME INDICATOR
<p><u>PERFORMANCE MANAGEMENT SYSTEM</u> The applying of tools available in order to perform duties and measure performance within a specific business unit / department of the municipality in conjunction with the Batho Pele principles.</p>	<p>As Linked to the approved Planning Documents and with the available Equipment and Resources</p>	<p>Adherence to the Systems, Processes and Policies as applicable to Lesedi Local Municipality</p>	<p>As recorded in the Steps in the Action Plan on the <u>Output Goal Sheets</u> of individual Purpose Portfolios</p>	<p>All outcomes reflect on the Summary of Output Goals as well as the Minutes of Performance Review discussions</p>
<p><u>EXECUTIVE MAYOR COMMITMENT</u> Identify & develop criteria in terms of which progress in the</p>	<p>Linked to the responsibilities of a Speaker of Council, and in compliance with the Systems Act &</p>	<p>Adherence to the Code of Conduct</p>	<p>As recorded in the Steps in the Action Plan on the <u>Output Goal Sheets</u> of individual Purpose Portfolios</p>	<p>All outcomes reflect on the Summary of Output Goals as well as the Minutes of Performance Review discussions</p>

PERFORMANCE INDICATOR AND DEFINITION	INPUT INDICATOR	PROCESS INDICATOR	OUTPUT INCIATOR	OUTCOME INDICATOR
implementation of strategies, programmes and services referred to in legislation including KPI's which are specific to the municipality and common to local government in general.	Structures Act			
<u>SPEAKER COMMITMENT</u> To effectively drive the government system in conjunction with the Executive Mayor	Linked to the responsibilities of a Speaker of Council, and in compliance with the Systems Act & Structures Act	Adherence to the Code of Conduct	As recorded in the Steps in the Action Plan on the <u>Output Goal Sheets</u> of individual Purpose Portfolios	All outcomes reflect on the Summary of Output Goals as well as the Minutes of Performance Review discussions
<u>CHIEF WHIP COMMITMENT</u> The management of political relations, mediations and conflicts between members of the party and that between different political parties of Council.	Linked to the responsibilities of a Chief Whip of the Leading Party, and in compliance with the Systems Act & Structures Act	Adherence to the Code of Conduct	As recorded in the Steps in the Action Plan on the <u>Output Goal Sheets</u> of individual Purpose Portfolios	All outcomes reflect on the Summary of Output Goals as well as the Minutes of Performance Review discussions

PERFORMANCE INDICATOR AND DEFINITION	INPUT INDICATOR	PROCESS INDICATOR	OUTPUT INCIATOR	OUTCOME INDICATOR
<p><u>MMC COMMITMENT</u> <i>(Mayoral Committee)</i> Oversee the pursuit of the purpose for the particular Administrative Pillar as applicable to MMC Councillors</p>	<p>As Linked to the approved Planning Documents and with the available Equipment and Resources</p>	<p>Adherence to the Systems, Processes and Policies as applicable to Lesedi Local Municipality</p>	<p>As recorded in the Steps in the Action Plan on the <u>Output Goal Sheets</u> of individual Purpose Portfolios</p>	<p>All outcomes reflect on the Summary of Output Goals as well as the Minutes of Performance Review discussions</p>
<p><u>WARD / COMMUNITY COMMITMENT</u> Ensure that all municipal services are rendered to the community in order to create an environment and enhance the quality of life of community members. <u>COMMUNICATION</u> Communicate the importance of Payment for Services rendered including the care for council assets to the community as frequently as possible.</p>	<p>As Linked to the approved Planning Documents and with the available Equipment and Resources</p>	<p>Adherence to the Systems, Processes and Policies as applicable to Lesedi Local Municipality</p>	<p>As recorded in the Steps in the Action Plan on the <u>Output Goal Sheets</u> of individual Purpose Portfolios</p>	<p>All outcomes reflect on the Summary of Output Goals as well as the Minutes of Performance Review discussions</p>

PERFORMANCE INDICATOR AND DEFINITION	INPUT INDICATOR	PROCESS INDICATOR	OUTPUT INCIATOR	OUTCOME INDICATOR
<p><u>POLITICAL COMMITMENT</u> Oversee the pursuit of governance function of the administration of the municipality in conjunction with the Municipal Manager who is the accounting officer.</p>	As Linked to the approved Planning Documents and with the available Equipment and Resources	Adherence to the Systems, Processes and Policies as applicable to Lesedi Local Municipality	As recorded in the Steps in the Action Plan on the <u>Output Goal Sheets</u> of individual Purpose Portfolios	All outcomes reflect on the Summary of Output Goals as well as the Minutes of Performance Review discussions
<p><u>COUNCIL COMMITMENT MEETINGS</u> Attend all respective meetings as responsible to a councilor in order to pursuit your purpose within the municipality.</p>	As Linked to the approved Planning Documents and with the available Equipment and Resources	Adherence to the Systems, Processes and Policies as applicable to Lesedi Local Municipality	As recorded in the Steps in the Action Plan on the <u>Output Goal Sheets</u> of individual Purpose Portfolios	All outcomes reflect on the Summary of Output Goals as well as the Minutes of Performance Review discussions
<p><u>OTHER OBJECTIVES & ADMINISTRATIVE DUTIES</u> The execution of all other objectives &</p>	For instance Objectives derived from Performance Reviews	Adherence deadlines and time frames to improve the performance outcome of the municipality	As recorded in the Steps in the Action Plan on the <u>Output Goal Sheets</u> of individual Purpose Portfolios	All outcomes reflect on the Summary of Output Goals as well as the Minutes of Performance Review discussions

PERFORMANCE INDICATOR AND DEFINITION	INPUT INDICATOR	PROCESS INDICATOR	OUTPUT INCIATOR	OUTCOME INDICATOR
<p>Administrative duties as received from time to time.</p> <p><i>(These duties can be derived from Performance Reviews & or administrative duties w.r.t complaints from the community & meetings etc.)</i></p>				

ADMINISTRATIVE PILLAR

The Municipal Manager, in charge of the Administration is responsible for the execution of legislation, policies and council resolutions to meet the requirements of performance and accountability.

The Municipal Manager as the Accounting Officer should ensure that legislation, policies and council resolutions are executed in such a way that proper services are rendered to the community.

The Five + Two Provincial Performance Targets for the Administrative Pillar are as follows and will be implemented, managed and monitored via the Performance Management System of the Council :-

PERFORMANCE INDICATOR AND DEFINITION	INPUT INDICATOR	PROCESS INDICATOR	OUTPUT INDICATOR	OUTCOME INDICATOR
<p><u>PERFORMANCE MANAGEMENT SYSTEM</u></p> <p>The applying of tools available in order to perform the duties and measure the performance within the specific business unit / department of the municipality in conjunction with the Batho Pele principles.</p>	<p>As Linked to the approved Planning Documents and with the available Equipment and Resources</p>	<p>Adherence to the Systems, Processes and Policies as applicable to Lesedi Local Municipality</p>	<p>As recorded in the Steps in the Action Plan on the <u>Output Goal Sheets</u> of individual Purpose Portfolios</p>	<p>All outcomes reflect on the Summary of Output Goals as well as the Minutes of Performance Review discussions</p>
<p><u>BASIC SERVICE DELIVERY</u></p> <p>The provision of all basic services to the citizens within the municipality in accordance with all legislation, the approved policies and planning documents of the council (<i>IDP, Budget & SDBIP</i>)</p>	<p>As Linked to the approved Planning Documents and with the available Equipment and Resources</p>	<p>Adherence to the Systems, Processes and Policies as applicable to Lesedi Local Municipality</p>	<p>As recorded in the Steps in the Action Plan on the <u>Output Goal Sheets</u> of individual Purpose Portfolios</p>	<p>All outcomes reflect on the Summary of Output Goals as well as the Minutes of Performance Review discussions</p>

PERFORMANCE INDICATOR AND DEFINITION	INPUT INDICATOR	PROCESS INDICATOR	OUTPUT INDICATOR	OUTCOME INDICATOR
<p><u>MUNICIPAL INSTITUTIONAL DEVELOPMENT & TRANSFORMATION</u></p> <p>To ensure optimal use of scarce resources by means of thorough planning and management on strategic level in accordance with all legislation, the approved policies and planning documents of the council (<i>IDP, Budget & SDBIP</i>)</p>	<p>As Linked to the approved Planning Documents and with the available Equipment and Resources</p>	<p>Adherence to the Systems, Processes and Policies as applicable to Lesedi Local Municipality</p>	<p>As recorded in the Steps in the Action Plan on the <u>Output Goal Sheets</u> of individual Purpose Portfolios</p>	<p>All outcomes reflect on the Summary of Output Goals as well as the Minutes of Performance Review discussions</p>
<p><u>LOCAL ECONOMIC DEVELOPMENT (LED)</u></p> <p>To provide a comprehensive strategic management in the local economic development of</p>	<p>As Linked to the approved Planning Documents and with the available Equipment and Resources</p>	<p>Adherence to the Systems, Processes and Policies as applicable to Lesedi Local Municipality</p>	<p>As recorded in the Steps in the Action Plan on the <u>Output Goal Sheets</u> of individual Purpose Portfolios</p>	<p>All outcomes reflect on the Summary of Output Goals as well as the Minutes of Performance Review discussions</p>

PERFORMANCE INDICATOR AND DEFINITION	INPUT INDICATOR	PROCESS INDICATOR	OUTPUT INDICATOR	OUTCOME INDICATOR
<p>the municipality with actions including environmental scanning, strategy formulation and implementation in accordance with all legislation, the approved policies and planning documents of the council (<i>IDP, Budget & SDBIP</i>)</p>				
<p><u>MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT</u> The ability to secure sound and sustainable management of the financial affairs of the municipality to establish treasury norms and standards for the local sphere of government and to provide for matters connected therewith in accordance with all legislation, the approved policies and planning documents of the council (<i>IDP, Budget & SDBIP</i>)</p>	<p>As Linked to the approved Planning Documents and with the available Equipment and Resources</p>	<p>Adherence to the Systems, Processes and Policies as applicable to Lesedi Local Municipality</p>	<p>As recorded in the Steps in the Action Plan on the <u>Output Goal Sheets</u> of individual Purpose Portfolios</p>	<p>All outcomes reflect on the Summary of Output Goals as well as the Minutes of Performance Review discussions</p>

PERFORMANCE INDICATOR AND DEFINITION	INPUT INDICATOR	PROCESS INDICATOR	OUTPUT INDICATOR	OUTCOME INDICATOR
<p><u>GOOD GOVERNANCE</u></p> <p>The assurance of public accountability in the form of equity, transparency, fairness and courtesy embodied in the Batho Pele principles that entails good customer service and communication to the users of government services and in accordance with all legislation, the approved policies and planning documents of the council (<i>IDP, Budget & SDBIP</i>)</p>	<p>As Linked to the approved Planning Documents and with the available Equipment and Resources</p>	<p>Adherence to the Systems, Processes and Policies as applicable to Lesedi Local Municipality</p>	<p>As recorded in the Steps in the Action Plan on the <u>Output Goal Sheets</u> of individual Purpose Portfolios</p>	<p>All outcomes reflect on the Summary of Output Goals as well as the Minutes of Performance Review discussions</p>
<p><u>LABOUR RELATIONS</u></p> <p>The ability to provide effective and efficient communication and ensure sound and sustainable relations between management, labour and the</p>	<p>As Linked to the approved Planning Documents and with the available Equipment and Resources</p>	<p>Adherence to the Systems, Processes and Policies as applicable to Lesedi Local Municipality</p>	<p>As recorded in the Steps in the Action Plan on the <u>Output Goal Sheets</u> of individual Purpose Portfolios</p>	<p>All outcomes reflect on the Summary of Output Goals as well as the Minutes of Performance Review discussions</p>

PERFORMANCE INDICATOR AND DEFINITION	INPUT INDICATOR	PROCESS INDICATOR	OUTPUT INDICATOR	OUTCOME INDICATOR
unions in accordance with all legislation, the approved policies and planning documents of the council (<i>IDP, Budget & SDBIP</i>)				
<p><u>PUBLIC PARTICIPATION</u></p> <p>The assurance of public participation with short term and long term planning processes of the council including participation with the measurement of performance of the municipality over a particular financial year and in accordance with all legislation, the approved policies and planning documents of the council (<i>IDP, Budget & SDBIP</i>)</p>	As Linked to the approved Planning Documents and with the available Equipment and Resources	Adherence to the Systems, Processes and Policies as applicable to Lesedi Local Municipality	As recorded in the Steps in the Action Plan on the <u>Output Goal Sheets</u> of individual Purpose Portfolios	All outcomes reflect on the Summary of Output Goals as well as the Minutes of Performance Review discussions

5.7.9 **NATIONAL INDICATORS ON PERFORMANCE MANAGEMENT**

Government Gazette No. 225605 of 24 August 2001 prescribes seven general performance management indicators, as follows:-

1. The percentage (%) of households with access to basic level of water, sanitation, electricity and solid waste removal. [*To be monitored by the Executive Manager : Service Delivery*]
2. The percentage (%) of households earning less than R1 100,00 per month with access to free basic services. [*To be monitored by the Chief Financial Officer and the Executive Manager : Community Services*]
3. The percentage (%) of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan (IDP). [*To be monitored by the Chief Financial Officer*]
4. The number of job created through municipality's local economic development initiatives including capital projects. [*To be monitored by the Executive Manager; Development & Planning and the Executive Manager : Service Delivery*]
5. The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan. [*To be monitored by the Executive Manager : Corporate Services*]
6. The percentage (%) of a municipality's budget actually spent on implementing its workplace skills plan. [*To be monitored by the Executive Manager : Corporate Services*]
7. Financial viability as expressed by the ratios in the gazette (22605 – 24 August 2001). [*To be monitored by the Chief Financial Officer*]

5.7.10 **IMPLEMENTATION PROCESS OF THE PDLAM SYSTEM**

COMMUNITY INVOLVEMENT

The community are involved with the reviewing of the IDP and the approval of the KPI's in the IDP. With the review of the IDP & Budget Process that normally takes place between March & April of the following year, Public Meetings are arranged to ensure that information and feedback is given to the community.

Community members are also entitled to insist on an economical, effective, efficient and accountable municipality. The Draft IDP Document will lie open for inspection by the community at strategic places.

THE IMPORTANCE OF THE PLANNING DOCUMENTS

Without Planning Documents, a municipality will lose track of its progress and/or performance.

The performance process is activated with the Reviewing of the IDP & Budget that commence annually between August and March of the following year.

With the completion of the IDP & Budget, both the Political as well as the Administrative Pillar will prepare a Service Delivery Budget Implementation Plan (***SDBIP***) to indicate how the planning documents will be implemented over the following financial year.

The **SDBIP** cannot be seen in isolation. This is the document that contains the decision of Council on how the approved budget will be spent together with measurable objectives, timeframes and target dates for the achievement of results.

All Planning Documents will then be approved by council, where after it will become official documents for implementation.

The **SDBIP** will form an integral part of a Political Unit and/or Administrative Department during a particular financial year.

Apart from Special Projects, Council Resolutions and/or Disastrous matters that might need special attention, nothing should influence the performance according to the approved planning documents.

The **SDBIP** will be used by the Internal & External Auditors to determine whether objectives has been implemented and/or achieved.

Proof of Performance should be recorded and be available on request.

5.7.11 OPENING OF A NEW PERFORMANCE CYCLE

With the approval of the Planning Documents by Council, the Performance Management Process is activated in the following manner.

The Head of Department in conjunction with the PA / Secretary within the department, ensure that the Purpose Portfolio of the Head of Department is updated and that all the objectives in the planning documents has been incorporated and talk the same language as the Planning Documents.

A meeting/s is then arranged between the different sections of the department to ensure that all objectives as recorded in the planning documents are cascaded down between accountable and responsible employees.

Of utmost importance is that all objectives comply with the **SMART** principle (*Specific, Measurable, Achievable, Realistic & Time framed*) to ensure measurement and that proof of performance is available for future reference and audit purposes.

5.7.12 PERFORMANCE REVIEWS

The performance of the municipality is monitored by means of performance review discussions between individuals and line managers to either discuss the outcome of performance objectives and/or to discuss the progress of set performance objectives. Performance reviews is arranged by both the political pillar and the administrative pillar to ensure compliance. At least two(2) performance review discussions is arranged during a particular six-month-cycle.

1st Performance Review

The first performance review is arranged to discuss the outcome of the previous six-month cycle that is recorded to ensure that performance feedback is given together with the following cycle report. Minutes of Performance Review discussions are available in a PRMS Filing System at the political offices or office of the HOD for future reference and audit purposes.

2nd Performance Review

The second performance review is arranged to ensure that objectives set for the particular six-month-cycle is on track to be achieved by the end of the cycle. This discussion is recorded and available for audit purposes and future reference.

5.7.13 MANAGEMENT OF IMPLEMENTATION PLAN

An established Steering Committee assists in the driving of the performance management process to ensure that the maintenance and flowing of operational activities of the approved Performance Management System is maintained. The members of the Steering Committee for the Lesedi Local Municipality consist of the Performance Management Coordinator and the Personal Assistants / Secretaries of both the political units and administrative departments.

The Steering Committee meet at least once a month to remain informed on improvements and developments and in conjunction with the Head of Department ensures that the participation and implementation of the Performance Management System throughout the municipality is maintained. Minutes of the Steering Committee meetings are available for future references.

5.7.14 REPORTING

PERFORMANCE CYCLE REPORT

A Performance Cycle Report is generated from the outcome / results of the approved PDLAM System. The Cycle Report is comparative and contain information from at least two performance cycles over a 12 month period i.e. Cycle 1 = 1July–31December and Cycle 2 = 1January–30 June

The PRMS Coordinator is responsible for the drafting of a Performance Cycle Report for approval by the Municipal Manager. The Cycle Report is tabled to the Performance Audit Committee for inputs and approved by the Mayoral Committee & Council where after it is submitted to the MEC for Local Government.

The performance outcome that include challenges will be addressed by both the Political and/or Administrative Pillar to either improve the performance of the municipality and/or prevent further deterioration in the performance outcome that can lead to a performance crises.

PERFORMANCE ANNUAL REPORT

On completion of the 2nd Cycle (*June of each year*) a Comparative Annual Report is drafted by the PRMS Coordinator wherein the municipal performance over a period of two financial years are compared for submission to the Municipal Manager and tabled to the Performance Audit Committee for inputs from where it is approved by the Mayoral Committee & Council for submission to the MEC for Local Government.

5.7.15 ACTIVITIES & MONTHLY IMPLEMENTATION PLAN

The annual activities to ensure the effective management and implementation plan of the approved PDLAM System will assist councilors and employees to plan ahead and manage the system effectively and efficiently on all levels.

ALL THE ACITIVIES BASED ON THE APPROVED PERFORMANCE MANAGEMENT SYSTEM AT OF THE LESEDI LOCAL MUNICIPALITY AS WELL AS A MONTHLY IMPLEMENTATION PLAN FOLLOWS ON THE NEXT PAGE

MONTHLY ACTIVITIES

PRMS STEERING COMMITTEE

This committee has been established to drive the PRMS Process within the different units / departments of the municipality.

FIRST WEDNESDAY of the month @ 15:00 – MM Boardroom

QUARTERLY ACTIVITIES

83 PROVINCIAL INDICATORS

(Four Reports during a Financial Year)

Review and update the 83 Provincial Indicators for submission the MEC for Local Government.

QUARTERLY ASSESSMENTS (DPLG REGULATIONS – 1 AUGUST 2006)

(Four Assessments during a Financial Year)

A quarterly report on the performance of the municipality to be submitted to the MEC for Local Government.

QUARTERLY PERFORMANCE REPORT (DPLG REGULATIONS – 1 AUGUST 2006)

(Four Reports during a Financial Year)

Quarterly assessments is arranged according to the applicable regulations with all Section 56 & 57 Employees to monitor and review the implementation of KPI's and Objectives derived from the approved Planning Documents of the Council. (IDP, Budget & SDBIP).

SIX – MONTHLY ACTIVITIES

CLOSING OF A PARTICULAR PERFORMANCE CYCLE

(Twice during a Financial Year – June & December)

A particular performance cycle is closed with the completion and finalization of the main tools and appraisal documents for measuring purposes.

OPENING OF A NEW PERFORMANCE CYCLE

(Twice during a Financial Year – July & January)

A particular performance cycle is opened where all objectives is reviewed and updated for achievement during the new performance cycle.

SIX-MONTHLY PERFORMANCE REPORTS (SYSTEMS ACT & MUNICIPAL FINANCE MAN. ACT)

(Two Reports during a Financial Year)

Two(2) six-month performance assessments is arranged via the approved Performance Management System and the outcome provides a performance measurement of the municipality as a whole over a 6-month period. After the COMPARATIVE REPORT over two cycles is tabled at the Performance Audit Committee for inputs it is approved by council for submission to the MEC for Local Government.

ANNUAL ACTIVITIES

PERFORMANCE CONTRACTS (DPLG REGULATIONS –1 AUGUST 2006)

All Section 56 & 57 Employees to sign a Performance Contract that includes a Performance Plan based on the approved Planning Documents on or before 7 JULY OF a particular financial year for submission to the MEC for Local Government.

ANNUAL PERFORMANCE REPORT (SYSTEMS ACT & MUNICIPAL FINANCE MANAGEMENT ACT)

(One Report during a Financial Year)

A Comparative Annual Report over two financial years is prepared and tabled to the Performance Audit Committee for inputs whereafter it is approved by council and submitted to the MEC for Local Government.

REVISION OF THE POLICY (SYSTEMS ACT & MUNICIPAL FINANCE MANAGEMENT ACT)

The Performance Management Policy is reviewed annually for approval by Council.

PRESENTATION : ANNUAL REPORT FOR STRATEGIC RETREAT

A Presentation is prepared based on the information of the Annual Report to communicate the performance status of the municipality and to discuss the way forward.

ONGOING ACTIVITIES

INDUCTION TRAINING

A Presentation to be presented to all newly appointed employees were developed to introduce the approved performance management system to employees. Employees are then also informed that training ON THE EFFECTIVE MANAGEMENT of THE SYSTEM IS AVAILABLE.

IMPLEMENTATION & MAINTENANCE TRAINING

Further training on the effective management of the approved system is available and takes place on Tuesdays & Thursdays at 14:00 provided that it is booked prior to the time.

MONTHLY PRMS IMPLEMENTATION PLAN

IMPLEMENTATION PLAN BASED ON PERFORMANCE MANAGEMENT

ON THE NEXT PAGE

JULY	<p><u>PRMS STEERING COMMITTEE MEETING</u> First Wednesday of the Month @ 15:00 in the MM Boardroom</p>	<p style="text-align: center;"><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i></p> <p style="text-align: center;"><u>Administrative Pillar</u> <i>PA's & SECRETARIES</i></p>
	<p><u>SUBMISSION OF REPORTS</u> Ensure the submission of the following reports generated by the software system for the generation of the 6-month cycle report by not later than <i>5 JULY</i></p> <p style="padding-left: 40px;">MSACA 1) Corporate Appraisal 2) MSACA Analysis</p> <p style="padding-left: 40px;">MSALA 1) Comparative Analysis</p>	<p style="text-align: center;"><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i></p> <p style="text-align: center;"><u>Administrative Pillar</u> <i>PA's & SECRETARIES</i></p>
	<p><u>SUBMISSION OF INTERNAL /EXTERNAL RECONCILIATIONS</u> Ensure the submission of reconciliations of Internal / External appraisals by not later than <i>5 JULY</i></p>	<p style="text-align: center;"><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i></p> <p style="text-align: center;"><u>Administrative Pillar</u> <i>PA's & SECRETARIES</i></p>
	<p><u>SUBMISSION OF SUMMARY OF KPI'S & OBJECTIVES</u> Ensure the submission of the comparative reports of KPI's and objectives as applicable to the respective UNIT / DEPARTMENT to be submitted by not later than <i>5 JULY</i></p>	<p style="text-align: center;"><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i></p> <p style="text-align: center;"><u>Administrative Pillar</u> <i>PA's & SECRETARIES</i></p>
	<p><u>SUBMISSION : OUTCOME OF 1ST PERFORMANCE REVIEW</u> The UNIT / DEPARTMENTAL outcome of the 1st performance review where the outcome of the previous cycle were discussed and reviewed to be submitted by not later than <i>5 JULY</i></p>	<p style="text-align: center;"><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i></p> <p style="text-align: center;"><u>Administrative Pillar</u> <i>PA's & SECRETARIES</i></p>
	<p><u>PERFORMANCE CONTRACTS (DPLG Regulations – 1 August 2006)</u> Signing of a Performance Contract on or before <i>7 JULY</i> Including the Performance Plan based on the IDP, Budget & SDBIP</p>	<p style="text-align: center;"><u>Administrative Pillar</u> <i>MM & Head Of Department</i></p>

<p><u>QUARTER 4 - ASSESSMENTS (DPLG Regulations – 1 August 2006)</u> Monitoring & Evaluation of Performance against Planning Documents. <u>Annexure “A” & “B”</u> 15 JULY</p>	<p><u>Administrative Pillar</u> MM & Head Of Department</p>
<p><u>PROGRESS ON RISK OBJECTIVES - “ THREATS ”</u> Provide Feedback to the MM on the progress of Control Measures that was put in place to ensure that all THREATS as recorded in the Risk Register (Swot Analysis) received attention during the past quarter. (<i>Quarterly Report on all Threats</i>) 15 JULY</p>	<p><u>Administrative Pillar</u> MM & Head Of Department</p>
<p><u>83 PROVINCIAL INDICATORS (DPLG Regulations – 1 August 2006)</u> Compile the progress of the <u>83 Provincial Indicators</u> to be submitted on or before 15 JULY</p>	<p><u>Administrative Pillar</u> MM & Head Of Department</p>
<p><u>OPENING A NEW PERFORMANCE CYCLE</u> 1. Arrange a working session in each UNIT / DEPARTMENT to open a purpose portfolio for the new cycle before 15 JULY 2. Ensure that the correct SWOT ANALYSIS reflects in the Purpose Portfolios 3. The setting of objectives should be according to the UNIT / DEPARTMENT and derived from the approved SDBIP. Ensure that all objectives are measurable and linked from top to bottom, by means of double entries.</p>	<p><u>Political Pillar</u> Offices of the Executive Mayor & Speaker <u>Administrative Pillar</u> Head Of Department with all Employees</p>
<p><u>QUARTER 4 - REPORT - PERFORMANCE - TO PROVINCE</u> Ensure that the Quarterly Performance Report on Objectives is submitted to the Performance Audit Committee, Mayoral & Council and Province <i>END JULY</i></p>	<p>PRMS COORDINATOR MUNICIPAL MANAGER</p>
<p><u>QUARTER 4 - REPORT - RISK OBJECTIVES - TO COUNCIL</u> Ensure that a Quarterly Report on all Threats as recorded in the Risk Register (<i>SWOT Analysis</i>) is reported to Council by <i>END JULY</i></p>	<p>PRMS COORDINATOR MUNICIPAL MANAGER</p>
<p><u>QUARTER 4 - REPORT - 83 PROV. INDICATORS - TO PROVINCE</u></p>	<p>PRMS COORDINATOR</p>

	<p>Compile the progress of the <u>83 Provincial Indicators</u> to be submitted on or before <i>END JULY</i></p>	<i>MUNICIPAL MANAGER</i>
	<p><u>CYCLE REPORT - JULY – DECEMBER - TO PROVINCE</u></p> <p>Ensure that a Draft comparison cycle report is drafted to the <u>MUNICIPAL MANAGER</u> by not later than <i>15 JULY</i> Then to PERFORMANCE AUDIT then to <u>COUNCIL</u> by <i>25 JULY</i> and <u>PROVINCE</u> by not later than <i>END JULY</i></p>	<p><i>PRMS COORDINATOR</i> <i>MUNICIPAL MANAGER</i></p>
AUGUST	<p><u>PRMS STEERING COMMITTEE MEETING</u></p> <p>First Wednesday of the Month @ 15:00 in the MM Boardroom</p>	<p><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i></p> <p><u>Administrative Pillar</u> <i>PA's & SECRETARIES</i></p>
	<p><u>CONTROL MEASURES FOR RISK OBJECTIVES - "THREATS"</u></p> <p>Ensure that the Risk Register (<i>Swot Analysis</i>) that contains all objectives related to your Department / Unit, is incorporated in the Purpose Portfolios for the new cycle. Control Measures must be put in place for all THREATS as recorded in the Risk Register (<i>Swot Analysis</i>) Objectives to be allocated to responsible employees and recorded in the Purpose Portfolios for quarterly measurement by <i>10 AUGUST</i></p>	<p><u>Administrative Pillar</u> <i>MM & Head Of Department</i></p>
	<p><u>ANNUAL REPORT - TO PROVINCE</u></p> <p>Ensure that a Draft comparison report for a particular financial year is drafted to the <u>MUNICIPAL MANAGER</u> by <i>15 AUGUST</i> then to the <u>PERFORMANCE AUDIT COMMITTEE</u>, then to <u>MAYORAL & COUNCIL</u> and eventually to <u>PROVINCE</u> by not later than <i>25 AUGUST</i></p>	<p><i>PRMS COORDINATOR</i> <i>MUNICIPAL MANAGER</i></p>

SEPTEMBER	<p><u>PRMS STEERING COMMITTEE MEETING</u> First Wednesday of the Month @ 15:00 in the MM Boardroom</p>	<p style="text-align: center;"><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i></p> <p style="text-align: center;"><u>Administrative Pillar</u> <i>PA's & SECRETARIES</i></p>
	<p><u>PURPOSE PORTFOLIOS</u> All Councillors / Employees to ensure that the Purpose Portfolios are updated and maintained regularly.</p>	<p><i>All Councillors and Employees</i></p>
	<p><u>1ST PERFORMANCE REVIEWS</u> Performance Reviews be arranged between individuals and line managers to discuss the <u>outcome of the previous cycle report</u> by <i>END SEPTEMBER</i></p>	<p><i>All Councillors and Employees</i></p>
	<p><u>ANNUAL PERFORMANCE OUTCOME - PRESENTATION</u> Ensure that a PRESENTATION is prepared for the Municipal Manager that include a COMPARATIVE PERFORMANCE OUTCOME of the Municipality as well as other activities over the past financial year by not later than <i>END SEPTEMBER</i></p>	<p>PRMS COORDINATOR MUNICIPAL MANAGER</p>
OCTOBER	<p><u>PRMS STEERING COMMITTEE MEETING</u> First Wednesday of the Month @ 15:00 in the MM Boardroom</p>	<p style="text-align: center;"><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i></p> <p style="text-align: center;"><u>Administrative Pillar</u> <i>PA's & SECRETARIES</i></p>
	<p><u>QUARTER 1 - ASSESSMENTS (DPLG Regulations – 1 August 2006)</u> Monitoring & Evaluation of Performance against Planning Documents. Annexure “A” & “B” on or before <i>10 OCTOBER</i></p>	<p><u>Administrative Pillar</u> <i>MM & Head Of Department</i></p>
	<p><u>PROGRESS ON RISK OBJECTIVES - “ THREATS ”</u></p>	<p><u>Administrative Pillar</u></p>

	Provide Feedback to the MM on the progress of Control Measures that was put in place to ensure that all THREATS as recorded in the Risk Register (Swot Analysis) received attention during the past quarter. (<i>Quarterly Report on all Threats</i>) 10 OCTOBER	<i>MM & Head Of Department</i>
	<u>83 PROVINCIAL INDICATORS (DPLG Regulations – 1 August 2006)</u> Compile the progress of the <u>83 Provincial Indicators</u> to be submitted on or before 10 OCTOBER	<u><i>Administrative Pillar</i></u> <i>MM & Head Of Department</i>
	<u>QUARTER 1 - REPORT - PERFORMANCE - TO PROVINCE</u> Ensure that the Quarterly Performance Report on Objectives is submitted to the PERFORMANCE AUDIT COMMITTEE, MAYORAL & COUNCIL and PROVINCE by not later than <i>END OCTOBER</i>	<i>PRMS COORDINATOR</i> <i>MUNICIPAL MANAGER</i>
	<u>QUARTER 1 - REPORT - RISK OBJECTIVES - TO COUNCIL</u> Ensure that a Quarterly Report on all THREATS as recorded in the Risk Register (<i>SWOT Analysis</i>) is reported to Council by <i>END OCTOBER</i>	<i>PRMS COORDINATOR</i> <i>MUNICIPAL MANAGER</i>
	<u>QUARTER 1 - REPORT - 83 PROV. INDICATORS - TO PROVINCE</u> Compile the progress of the <u>83 Provincial Indicators</u> to be submitted on or before <i>END OCTOBER</i>	<i>PRMS COORDINATOR</i> <i>MUNICIPAL MANAGER</i>
	ENSURE DISTRIBUTION OF EXTERNAL APPRAISALS	<i>Political & Administrative Pillar</i>
NOVEMBER	<u>PRMS STEERING COMMITTEE MEETING</u> First Wednesday of the Month @ 15:00 in the MM Boardroom	<u><i>Political Pillar</i></u> <i>Offices of the Executive Mayor & Speaker</i> <u><i>Administrative Pillar</i></u> <i>PA's & SECRETARIES</i>
	<u>MCCA DOCUMENTS</u> Ensure that all Councillors / Employees are provided with a clear MCCA APPRAISAL DOC to	<i>All Councillors and Employees</i> <u><i>Political Pillar</i></u>

assist with the measurement of performance of the municipality as a whole.

Offices of the Executive Mayor & Speaker

		<i>PA's & SECRETARIES</i>
	<p><u>COMPLETION OF INTERNAL / EXTERNAL APPRAISALS</u></p> <p>Ensure that <u>Internal Appraisal Forms</u> for both the Political & Administrative Pillars are distributed between Units / Departments, for completion.</p> <p>Ensure that <u>External Appraisal Forms</u> for both the Political & Administrative Pillars is available on the Website and at all Pay Points & Libraries for completion by the public.</p>	<p><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i></p> <p><u>Administrative Pillar</u> <i>PA's & SECRETARIES</i></p>
	<p><u>COMPARATIVE REPORT ON KPI'S & OBJECTIVES</u></p> <p>Ensure that the Responsibility Report of your Department - Outcome - Purpose Portfolio of HOD / Political Office Manager are compiled and updated .</p>	<p><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i></p> <p><u>Administrative Pillar</u> <i>PA's & SECRETARIES</i></p>
	<p><u>COMPILATION OF 1ST PERFORMANCE REVIEW OUTCOME</u></p> <p>Ensure that the Performance Review Process are completed with a feedback report to the Head of Department in the form of a Departmental Outcome to the Municipal Manager.</p>	<p><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i></p> <p><u>Administrative Pillar</u> <i>HOD's + PA's & SECRETARIES</i></p>
	<p><u>2ND PERFORMANCE REVIEW</u></p> <p>The 2nd Performance Review is arranged to discuss the progress of objectives set for the particular cycle and measure the progress to determine whether set objectives will be achieved by the end of the closing of the six-month-cycle by <i>END NOVEMBER</i></p>	<i>All Councillors and Employees</i>

DECEMBER	<p><u>PRMS STEERING COMMITTEE MEETING</u></p> <p>First Wednesday of the Month @ 15:00 in the MM Boardroom</p>	<p><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i></p> <p><u>Administrative Pillar</u> <i>PA's & SECRETARIES</i></p>
-----------------	---	--

<p><u>CLOSING THE PERFORMANCE CYCLE</u></p> <p>1. All Councillors & Employees to ensure that their respective Purpose Portfolios are <u>BALANCED</u> , properly completed and signed</p> <p>2. All Councillors & Employees to ensure that their performance outcome are evaluated and assessed by the respective superior / line manager and recorded in the SUMMARY OF OUTPUT GOALS of the purpose portfolio document..</p> <p>3. All Councillors & Employees to ensure that the performance outcome in the <u>summary of output goals</u> are recorded in <u>TABLE 2 of the MCCA Document</u> where after the rest of the MCCA document are assessed completed objectively by each individual.</p>	<p><i>All Councillors and Employees</i></p>
<p><u>CAPTURING OF COMPLETED MCCA DOCUMENTS</u></p> <p>Ensure that all MCCA Documents by the responsible employee to be done before END DECEMBER</p>	<p><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i> <u>Administrative Pillar</u> <i>PA's & SECRETARIES</i></p>
<p><u>SCORE CARDS</u></p> <p>Ensure that all employees have signed their respective score cards</p>	<p><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i> <u>Administrative Pillar</u> <i>PA's & SECRETARIES</i></p>
<p><u>PRMS FILING SYSTEM</u></p> <p>The PRMS file of an employee should contain the <u>Purpose Portfolio</u>, <u>MCCA Document</u>, <u>2x Performance Reviews Minutes</u> and a <u>Performance Scorecard</u> of a particular Cycle.</p>	<p><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i> <u>Administrative Pillar</u> <i>PA's & SECRETARIES</i></p>

JANUARY	<p><u>PRMS STEERING COMMITTEE MEETING</u> First Wednesday of the Month @ 15:00 in the MM Boardroom</p>	<p style="text-align: center;"><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i> <u>Administrative Pillar</u> <i>PA's & SECRETARIES</i></p>
	<p><u>SUBMISSION OF REPORTS</u> Ensure the submission of the following reports generated by the software system for the generation of the 6-month cycle report - <i>10 JANUARY</i></p> <p style="padding-left: 40px;">MSACA 1) Corporate Appraisal 2) MSACA Analysis MSALA 1) Comparative Analysis</p>	<p style="text-align: center;"><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i> <u>Administrative Pillar</u> <i>PA's & SECRETARIES</i></p>
	<p><u>SUBMISSION OF INTERNAL /EXTERNAL RECONCILIATIONS</u> Ensure the submission of reconciliations of Internal / External appraisals by not later than <i>10 JANUARY</i></p>	<p style="text-align: center;"><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i> <u>Administrative Pillar</u> <i>PA's & SECRETARIES</i></p>
	<p><u>SUBMISSION OF SUMMARY OF KPI'S & OBJECTIVES</u> Ensure the submission of the comparative reports of KPI's and objectives as applicable to the respective UNIT / DEPARTMENT to be submitted by not later than <i>10 JANUARY</i></p>	<p style="text-align: center;"><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i> <u>Administrative Pillar</u> <i>PA's & SECRETARIES</i></p>
	<p><u>SUBMISSION : OUTCOME OF 1ST PERFORMANCE REVIEW</u> The UNIT / DEPARTMENTAL outcome of the 1st performance review where the outcome of the previous cycle were discussed and reviewed to be submitted by not later than <i>10 JANUARY</i></p>	<p style="text-align: center;"><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i> <u>Administrative Pillar</u> <i>PA's & SECRETARIES</i></p>
	<p><u>QUARTER 2 - ASSESSMENTS (DPLG Regulations – 1 August 2006)</u> Monitoring & Evaluation of Performance against Planning Documents. <u>Annexure “A” & “B”</u> <i>15 JANUARY</i></p>	<p style="text-align: center;"><u>Administrative Pillar</u> <i>MM & Head Of Department</i></p>

<p><u>PROGRESS ON RISK OBJECTIVES - “ THREATS ”</u></p> <p>Provide Feedback to the MM on the progress of Control Measures that was put in place to ensure that all THREATS as recorded in the Risk Register (Swot Analysis) received attention during the past quarter. (<i>Quarterly Report on all Threats</i>)</p> <p>15 JANUARY</p>	<p><i><u>Administrative Pillar</u></i></p> <p><i>MM & Head Of Department</i></p>
<p><u>83 PROVINCIAL INDICATORS (DPLG Regulations – 1 August 2006)</u></p> <p>Compile the progress of the <u>83 Provincial Indicators</u> to be submitted on or before</p> <p>15 JANUARY</p>	<p><i><u>Administrative Pillar</u></i></p> <p><i>MM & Head Of Department</i></p>
<p><u>OPENING A NEW PERFORMANCE CYCLE</u></p> <p>1. Arrange a working session in each UNIT / DEPARTMENT to open a purpose portfolio for the new cycle before 15 JANUARY</p> <p>2. Ensure that the correct SWOT ANALYSIS reflects in the Purpose Portfolios</p> <p>3. The setting of objectives should be according to the UNIT / DEPARTMENT and derived from the approved SDBIP. Ensure that all objectives are measurable and linked from top to bottom, by means of double entries.</p>	<p><i><u>Political Pillar</u></i></p> <p><i>Offices of the Executive Mayor & Speaker</i></p> <p><i><u>Administrative Pillar</u></i></p> <p><i>Head Of Department with all Employees</i></p>
<p><u>CYCLE REPORT - JULY – DECEMBER - TO PROVINCE</u></p> <p>Ensure that a Draft comparison cycle report is drafted to the <u>MUNICIPAL MANAGER</u> by not later than 15 JANUARY Then to PERFORMANCE AUDIT then to <u>COUNCIL</u> by 25 JANUARY and <u>PROVINCE</u> by not later than END JANUARY</p>	<p><i>PRMS COORDINATOR</i></p> <p><i>MUNICIPAL MANAGER</i></p>

	<p><u>QUARTER 2 - REPORT - RISK OBJECTIVES - TO PROVINCE</u></p> <p>Ensure that a Quarterly Report on all THREATS as recorded in the Risk Register (<i>SWOT Analysis</i>) is reported to Council by <i>END JANUARY</i></p>	<p><i>PRMS COORDINATOR</i> <i>MUNICIPAL MANAGER</i></p>
	<p><u>QUARTER 2 - REPORT - PERFORMANCE - TO PROVINCE</u></p> <p>Ensure that the Quarterly Performance Report on Objectives is submitted to the PERFORMANCE AUDIT COMMITTEE, MAYORAL & COUNCIL and PROVINCE <i>END JANUARY</i></p>	<p><i>PRMS COORDINATOR</i> <i>MUNICIPAL MANAGER</i></p>
	<p><u>QUARTER 2 - REPORT - 83 PROV. INDICATORS - TO PROVINCE</u></p> <p>Compile the progress of the <u>83 Provincial Indicators</u> to be submitted on or before <i>END JANUARY</i></p>	<p><i>PRMS COORDINATOR</i> <i>MUNICIPAL MANAGER</i></p>
FEBRUARY	<p><u>PRMS STEERING COMMITTEE MEETING</u></p> <p>First Wednesday of the Month @ 15:00 in the MM Boardroom</p>	<p><u><i>Political Pillar</i></u> <i>Offices of the Executive Mayor & Speaker</i></p> <p><u><i>Administrative Pillar</i></u> <i>PA's & SECRETARIES</i></p>
	<p><u>CONTROL MEASURES FOR RISK OBJECTIVES - "THREATS"</u></p> <p>Ensure that the Risk Register (<i>Swot Analysis</i>) that contains all objectives related to your Department / Unit, is incorporated in the Purpose Portfolios for the new cycle.</p> <p>Control Measures must be put in place for all <u>THREATS</u> as recorded in the Risk Register (<i>Swot Analysis</i>) Objectives to be allocated to responsible employees and recorded in the Purpose Portfolios for quarterly measurement by <i>10 FEBRUARY</i></p>	<p><u><i>Administrative Pillar</i></u> <i>MM & Head Of Department</i></p>
	<p><u>PURPOSE PORTFOLIOS</u></p> <p>All Councillors / Employees to ensure that their respective Purpose Portfolios are updated and maintained regularly.</p>	<p><i>All Councillors and Employees</i></p>

MARCH	<p><u>PRMS STEERING COMMITTEE MEETING</u> First Wednesday of the Month @ 15:00 in the MM Boardroom</p>	<p><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i></p> <p><u>Administrative Pillar</u> <i>PA's & SECRETARIES</i></p>
	<p><u>1ST PERFORMANCE REVIEWS</u> Please note that Performance Reviews should be arranged between Individuals and Line Managers to discuss the <u>outcome of the previous cycle report</u> and to ensure that a performance feedback is available for the following cycle report by <i>END MARCH</i>.</p>	<p><i>All Councillors and Employees</i></p>
APRIL	<p><u>PRMS STEERING COMMITTEE MEETING</u> First Wednesday of the Month @ 15:00 in the MM Boardroom</p>	<p><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i></p> <p><u>Administrative Pillar</u> <i>PA's & SECRETARIES</i></p>
	<p><u>QUARTER 3 - ASSESSMENTS (DPLG Regulations – 1 August 2006)</u> Monitoring & Evaluation of Performance against Planning Documents. <u>Annexure “A” & “B”</u> <i>10 APRIL</i></p>	<p><u>Administrative Pillar</u> <i>MM & Head Of Department</i></p>
	<p><u>PROGRESS ON RISK OBJECTIVES - “ THREATS ”</u> Provide Feedback to the MM on the progress of Control Measures that was put in place to ensure that all THREATS as recorded in the Risk Register (Swot Analysis) received attention during the past quarter. (<i>Quarterly Report on all Threats</i>) <i>10 APRIL</i></p>	<p><u>Administrative Pillar</u> <i>MM & Head Of Department</i></p>
	<p><u>83 PROVINCIAL INDICATORS (DPLG Regulations – 1 August 2006)</u></p>	<p><u>Administrative Pillar</u></p>

	Compile the progress of the <u>83 Provincial Indicators</u> to be submitted on or before <i>10 APRIL</i>	<i>MM & Head Of Department</i>
	<u>QUARTER 3 - REPORT - RISK OBJECTIVES - TO PROVINCE</u> Ensure that a Quarterly Report on all Threats as recorded in the Risk Register (<i>SWOT Analysis</i>) is reported to Council by <i>END APRIL</i>	<i>PRMS COORDINATOR MUNICIPAL MANAGER</i>
	<u>QUARTER 3 - REPORT - PERFORMANCE - TO PROVINCE</u> Ensure that the Quarterly Performance Report on Objectives is submitted to the Performance Audit Committee, Mayoral & Council and Province <i>END APRIL</i>	<i>PRMS COORDINATOR MUNICIPAL MANAGER</i>
	<u>QUARTER 3 - REPORT - 83 PROV. INDICATORS - TO PROVINCE</u> Compile the progress of the <u>83 Provincial Indicators</u> to be submitted on or before <i>END APRIL</i>	<i>PRMS COORDINATOR MUNICIPAL MANAGER</i>
	ENSURE DISTRIBUTION OF EXTERNAL APPRAISALS	<i>Political & Administrative Pillar</i>
MAY	<u>PRMS STEERING COMMITTEE MEETING</u> First Wednesday of the Month @ 15:00 in the MM Boardroom	<i><u>Political Pillar</u></i> <i>Offices of the Executive Mayor & Speaker</i> <i><u>Administrative Pillar</u></i> <i>PA's & SECRETARIES</i>
	<u>MCCA DOCUMENTS</u> Ensure that all Councillors / Employees are provided with a clear MCCA APPRAISAL DOC to assist with the measurement of performance of the municipality as a whole.	<i>All Councillors and Employees</i> <i><u>Political Pillar</u></i> <i>Offices of the Executive Mayor & Speaker</i> <i><u>Administrative Pillar</u></i> <i>PA's & SECRETARIES</i>
	<u>COMPLETION OF INTERNAL / EXTERNAL APPRAISALS</u>	<i><u>Political Pillar</u></i>

Ensure that Internal Appraisal Forms for both the Political & Administrative Pillars are distributed *Offices of the Executive Mayor & Speaker*
Lesedi Local Municipality IDP 2012-2016

	<p>between Units / Departments, for completion.</p> <p>Ensure that <u>External Appraisal Forms</u> for both the Political & Administrative Pillars is available on the Website and at all Pay Points & Libraries for completion by the public.</p>	<p><u>Administrative Pillar</u> PA's & SECRETARIES</p>
	<p><u>COMPARATIVE REPORT ON KPI'S & OBJECTIVES</u></p> <p>Ensure that the Responsibility Report of your Department - Outcome - Purpose Portfolio of HOD / Political Office Manager are compiled and updated .</p>	<p><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i></p> <p><u>Administrative Pillar</u> PA's & SECRETARIES</p>
	<p><u>COMPILATION OF 1ST PERFORMANCE REVIEW OUTCOME</u></p> <p>Ensure that the Performance Review Process are completed with a feedback report to the Head of Department in the form of a Departmental Outcome to the Municipal Manager.</p>	<p><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i></p> <p><u>Administrative Pillar</u> HOD's + PA's & SECRETARIES</p>
	<p><u>2ND PERFORMANCE REVIEW</u></p> <p>The 2nd Performance Review is arranged to discuss the progress of objectives set for the particular cycle and to measure the progress and to determine whether the set objectives will be achieved by the end of the closing of the six-month-cycle by <i>END MAY</i></p>	<p><i>All Councillors and Employees</i></p>
JUNE	<p><u>PRMS STEERING COMMITTEE MEETING</u></p> <p>First Wednesday of the Month @ 15:00 in the MM Boardroom</p>	<p><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i></p> <p><u>Administrative Pillar</u> PA's & SECRETARIES</p>
	<p><u>CLOSING THE PERFORMANCE CYCLE</u></p>	<p><i>All Councillors and Employees</i></p>

1. All Councillors & Employees to ensure that their respective Purpose Portfolios are properly

<p>2. All Councillors & Employees to ensure that their performance outcome are evaluated and assessed and that the SUMMARY OF OUTPUT GOALS is signed by the Superior / Line Manager</p> <p>3. All Councillors & Employees to ensure that the performance outcome in the <u>summary of output goals</u> are recorded in <u>TABLE 2 of the MCCA Document</u> where after the rest of the MCCA document are assessed completed objectively by each individual.</p>	
<p><u>CAPTURING OF COMPLETED MCCA DOCUMENTS</u></p> <p>Ensure that all MCCA Documents are captured by not later than 20 JUNE</p>	<p><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i></p> <p><u>Administrative Pillar</u> PA's & SECRETARIES</p>
<p><u>SCORE CARDS</u></p> <p>Ensure that all employees have signed their respective score cards</p>	<p><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i></p> <p><u>Administrative Pillar</u> PA's & SECRETARIES</p>
<p><u>PRMS FILING SYSTEM</u></p> <p>The PRMS file of an employee should contain the <u>Purpose Portfolio</u>, <u>MCCA Document</u>, <u>2x Performance Reviews Minutes</u> and a <u>Performance Scorecard</u> of a particular Cycle.</p>	<p><u>Political Pillar</u> <i>Offices of the Executive Mayor & Speaker</i></p> <p><u>Administrative Pillar</u> PA's & SECRETARIES</p>