

## 5.7 Performance Management System

### Introduction

The Lesedi Performance Management System entails a framework that has been developed internally and that assist with the measurement of the municipal performance as required by legislation.

### Legislative and Regulatory Framework

The **Municipal Systems Act (32 of 2000)** and the **Municipal Planning and Performance Regulations, (DPLG Regulations of 1August 2006)** are the core pieces of legislation that reinforces the institutionalization of a performance management culture in a South African Local Government.

The SDBIP of the Lesedi Local Municipality contains all the strategic objectives that form part of a contract between the administration and council for implementation over one financial year. The SDBIP provides the basis for measuring the performance on responsibilities (*i.e. hard issues*).

The approved Performance Management System of Lesedi makes provision for the integration of both the requirements of the Municipal Systems Act where both the political and administrative pillars participate (*i.e. Municipal Performance as a whole*) as well as the DPLG Regulations for Section 56 & 57 managers (*i.e. Individual Performance*).

### 5.7.1 Overview of the approved Performance Management System

The approved Performance Management System is used to determine the municipal performance status of in terms of service delivery to the community and whether the performance of the municipality have increased / decreased over a particular period of time and the system provide information on whether a specific department, section or unit is pulling the municipal performance downwards.

In the process of measuring the municipal performance, individual performance becomes available that in turn assist to determine possible capacity building, skills development and/or training needs of individuals. The process allows the municipality to identify any challenges before it becomes a crisis.

The Executive Mayor in charge of the Governance Pillar and the Municipal Manager in charge of the Administration jointly ensures that the principles of governance and management are conducted in such a way that it can be measured. The outcome is used to improve performance by way of one-on-one performance review discussions.

The performance management system is designed to promote a performance culture in the municipality. The strategic pre-determined targets and objectives (*i.e. approved SDBIP Monitoring Dashboard*) as well as responsibilities of all employees up to supervisory level (*i.e. job descriptions*) assist with the measurement of performance on responsibilities (*i.e. the hard issues*).

#### **Benefits for the municipality**

- a. Performance Management focus on results / outcome
- b. It directs attention from Bottom & Top approaches
- d. It identify Short Comings / Challenges before it becomes a crisis

#### **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. Supports ongoing communication between management and sub-ordinates (*Performance Reviews & Feedback*)
- c. Proves that each position in the municipality are equally important (*Accountable for objectives, Leadership in position & Teamwork to achieve*)

### **5.7.2 1<sup>st</sup> Measurement Tool: Mostly Hard Issues**

#### **Official SDBIP Monitoring Dashboard (July – December)**

After the approval of the SDBIP Monitoring Dashboard of the Council, a Performance Contract is signed to serve as a commitment over one financial year.

The SDBIP Monitoring Dashboard will be cascaded down between accountable and responsible employees to open communication channels between management and to ensure effective communication on strategic objectives. After the Executive Manager has signed a Performance Contract, the SDBIP Monitoring Dashboard becomes a working document and is cascaded down up to Supervisory Level.

Individual Job Descriptions may be incorporated in the SDBIP Monitoring Dashboard from Manager to Supervisory Level.

Quarterly Performance Assessments are arranged to assess the performance against pre-determined targets and objectives as required by the DPLG Regulations.

#### **Mid-Term Adjusted SDBIP Monitoring Dashboard (January – June)**

After the approval of the adjusted SDBIP Monitoring Dashboard in January of a particular financial year, the amendments, will be communicated to Managers & Supervisors, to ensure effective communication and implementation of strategic objectives as derived from the Revised SDBIP.

### **5.7.3 2<sup>nd</sup> Measurement Tool : Mostly Soft Issues**

#### **One-on-one Performance Review Discussions**

A two-page minuting document has been developed for one-on-one performance review discussions between individuals and line managers up to supervisory level to assist with the identifying of any possible challenges that are experienced in the workplace in terms of the performance on daily Responsibilities, Teamwork, Leadership as well as general Behaviour & Attitudes.

This process allows management to identify challenges before it becomes a crisis and in the process the performance of individuals, units, sections and departments becomes visible and available.

The outcome thereof will be reconciled for incorporation in the Mid-Term and Annual Performance Reports of the council.

### 5.7.4 3<sup>rd</sup> Measurement Tool : External Measurement

#### External Appraisal System

For the assessment of basic service delivery, as well as the implementation of the Batho Pele Principles, community members have the opportunity to provide feedback to council by completing the External Appraisal Forms that are available at all libraries, clinics, pay-offices as well as political offices.

All completed External Appraisal Forms are captured onto a software system for reconciliation. The outcome thereof is reported to council twice during one financial year.

After approval, the External Appraisal Report becomes a working document for management to identify the matters that can be addressed via the complaints register of the council and/or otherwise.

### 5.7.5 Responsibilities of Role players

#### 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
<u>EXECUTIVE MAYOR COMMITMENT</u> Identify & develop criteria in terms of which progress in the implementation of strategies, programs and services referred to in legislation including KPI's which are specific to the municipality and common to local government in general.	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 <b>Steps in the Action Plan</b> on the <u>Output Goal Sheets</u> of individual <b>Purpose Portfolios</b>	All outcomes reflect on the <b>Summary of Output Goals</b> as well as the <b>Minutes of Performance Review</b> discussions
<u>SPEAKER COMMITMENT</u> To effectively drive the government system in conjunction with the	Linked to the responsibilities of a Speaker of Council, and	Adherence to the Code of Conduct	As recorded in the <b>Steps in the Action Plan</b> on the <u>Output Goal Sheets</u> of	All outcomes reflect on the <b>Summary of Output Goals</b> as well as the

PERFORMANCE INDICATOR AND DEFINITION	INPUT INDICATOR	PROCESS INDICATOR	OUTPUT INCIATOR	OUTCOME INDICATOR
Executive Mayor	in compliance with the Systems Act & Structures Act		individual <b>Purpose Portfolios</b>	<b>Minutes of Performance Review</b> 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 <b>Steps in the Action Plan</b> on the <u>Output Goal Sheets</u> of individual <b>Purpose Portfolios</b>	All outcomes reflect on the <b>Summary of Output Goals</b> as well as the <b>Minutes of Performance Review</b> discussions
<u>MMC COMMITMENT (Mayoral Committee)</u> Oversee the pursuit of the purpose for the particular Administrative Pillar as applicable to MMC Councillors	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 <b>Steps in the Action Plan</b> on the <u>Output Goal Sheets</u> of individual <b>Purpose Portfolios</b>	All outcomes reflect on the <b>Summary of Output Goals</b> as well as the <b>Minutes of Performance Review</b> discussions
<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.	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 <b>Steps in the Action Plan</b> on the <u>Output Goal Sheets</u> of individual <b>Purpose Portfolios</b>	All outcomes reflect on the <b>Summary of Output Goals</b> as well as the <b>Minutes of Performance Review</b> discussions
<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.	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 <b>Steps in the Action Plan</b> on the <u>Output Goal Sheets</u> of individual <b>Purpose Portfolios</b>	All outcomes reflect on the <b>Summary of Output Goals</b> as well as the <b>Minutes of Performance Review</b> discussions
<u>COUNCIL COMMITMENT MEETINGS</u> Attend all respective meetings as responsible to a councilor in order to pursuit your purpose within the municipality.	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 <b>Steps in the Action Plan</b> on the <u>Output Goal Sheets</u> of individual <b>Purpose Portfolios</b>	All outcomes reflect on the <b>Summary of Output Goals</b> as well as the <b>Minutes of Performance Review</b> discussions
<u>OTHER OBJECTIVES &amp; ADMINISTRATIVE DUTIES</u> The execution of all other objectives &	For instance Objectives derived from Performance Reviews	Adherence deadlines and time frames to improve the	As recorded in the <b>Steps in the Action Plan</b> on the <u>Output Goal Sheets</u> of	All outcomes reflect on the <b>Summary of Output Goals</b> as well as the

PERFORMANCE INDICATOR AND DEFINITION	INPUT INDICATOR	PROCESS INDICATOR	OUTPUT INCIATOR	OUTCOME INDICATOR
Administrative duties as received from time to time. <i>(These duties can be derived from Performance Reviews &amp; or administrative duties w.r.t complaints from the community &amp; meetings etc.)</i>		performance outcome of the municipality	individual <b>Purpose Portfolios</b>	<b>Minutes of Performance Review</b> discussions

### **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 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 & DEFINITION	INPUT INDICATOR	PROCESS INDICATOR	OUTPUT INDICATOR	OUTCOME INDICATOR
<b><u>BASIC SERVICE DELIVERY</u></b> 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	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 <b>Steps in the Action Plan</b> on the <u>Output Goal Sheets</u> of individual <b>Purpose Portfolios</b>	All outcomes reflect on the <b>Summary of Output Goals</b> as well as the <b>Minutes of Performance Review</b> discussions
<b><u>MUNICIPAL INSTITUTIONAL DEVELOPMENT &amp; TRANSFORMATION</u></b> 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	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 <b>Steps in the Action Plan</b> on the <u>Output Goal Sheets</u> of individual <b>Purpose Portfolios</b>	All outcomes reflect on the <b>Summary of Output Goals</b> as well as the <b>Minutes of Performance Review</b> discussions

PERFORMANCE INDICATOR & DEFINITION	INPUT INDICATOR	PROCESS INDICATOR	OUTPUT INDICATOR	OUTCOME INDICATOR
<p><u>LOCAL ECONOMIC DEVELOPMENT (LED)</u> To provide a comprehensive strategic management in the local economic development of 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</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 <b>Steps in the Action Plan</b> on the <u>Output Goal Sheets</u> of individual <b>Purpose Portfolios</b>	All outcomes reflect on the <b>Summary of Output Goals</b> as well as the <b>Minutes of Performance Review</b> discussions
<p><u>MUNICIPAL FINANCIAL VIABILITY &amp; 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</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 <b>Steps in the Action Plan</b> on the <u>Output Goal Sheets</u> of individual <b>Purpose Portfolios</b>	All outcomes reflect on the <b>Summary of Output Goals</b> as well as the <b>Minutes of Performance Review</b> discussions
<p><u>GOOD GOVERNANCE</u> 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</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 <b>Steps in the Action Plan</b> on the <u>Output Goal Sheets</u> of individual <b>Purpose Portfolios</b>	All outcomes reflect on the <b>Summary of Output Goals</b> as well as the <b>Minutes of Performance Review</b> discussions
<p><u>LABOUR RELATIONS</u> The ability to provide effective and efficient communication and ensure sound and sustainable relations between management, labour and the unions in accordance with all legislation, the approved policies and planning documents of the council</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 <b>Steps in the Action Plan</b> on the <u>Output Goal Sheets</u> of individual <b>Purpose Portfolios</b>	All outcomes reflect on the <b>Summary of Output Goals</b> as well as the <b>Minutes of Performance Review</b> discussions

PERFORMANCE INDICATOR & DEFINITION	INPUT INDICATOR	PROCESS INDICATOR	OUTPUT INDICATOR	OUTCOME INDICATOR
<b>PUBLIC PARTICIPATION</b> 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	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 <b>Steps in the Action Plan</b> on the <u>Output Goal Sheets</u> of individual <b>Purpose Portfolios</b>	All outcomes reflect on the <b>Summary of Output Goals</b> as well as the <b>Minutes of Performance Review</b> discussions

### 5.7.6 National Indicators

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 ]*

### 5.7.7 Performance Management Implementation

#### 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 a particular financial 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 Monitoring Dashboard**) to indicate the plans for implementation over the following financial year.

The **SDBIP** cannot be seen in isolation. This is the document that contains the decision in the form of measurable objectives of Council on how the approved budget will be spent.

All Planning Documents (*Budget, IDP & SDBIP*) will then be approved by council, where after it will become official working documents for implementation.

The **SDBIP** will form an integral part of a Political Pillar as well as the Administrative Pillar 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.

### 5.7.8 Reporting

#### 1<sup>st</sup> Six Month - Mid Term Performance Report (*July – December*)

A Mid-Term Performance Report is generated from the outcome / results of the SDBIP Monitoring Dashboard (*hard issues*) as well as the reconciled feedback derived from one-on-one Performance Review discussions (*soft issues*). After a baseline has been reported, comparative performance reports i.e. Mid-Term and Annual Performance Reports will serve before council.

The PRMS Coordinator is responsible for the compilation of the Mid-Term Performance Report and Annual Performance Report for approval by Council.

#### 2<sup>nd</sup> Six-Month - Performance Report (*January – June*)

A second comparative six-month performance report will then be generated from the outcome / results of the Revised SDBIP Monitoring Dashboard (*hard issues*) as well as the reconciled feedback derived from one-on-one Performance Review discussions (*Soft Issues*).

#### Performance Annual Report

On completion of a particular financial year, a comparative Annual Performance Report is compiled by the PRMS Coordinator on the municipal performance for submission to the Municipal Manager.

After approval by council, all performance reports will become working documents after the approval by council, to either address the identified challenges, to improve the performance of the municipality and/or to prevent further deterioration in the performance outcome that can lead to performance crises.

All performance reports are tabled to the Performance Audit Committee for inputs and approved by the Mayoral Committee & Council from where it will be submitted to the MEC for Local Government.

### 5.7.9 Performance Management Activities

In order to ensure that the approved Performance Management System are managed effectively and efficiently, a Performance Management Monthly Implementation Plan(attached hereto) has been developed to assist all stakeholders on the deadlines and processes.

#### QUARTERLY ACTIVITIES

##### LGTAS QUARTERLY FEEDBACK REPORT (To PROVINCIAL GOVERNMENT)

**(Four(4) Reports)**

Review and update the LGTAS Quarter Report for submission to Provincial Government.

##### 83 INDICATOR QUARTERLY FEEDBACK REPORT (To PROVINCIAL GOVERNMENT)

**(Four(4) Reports)**

Review and update the 83-Indicator Report for submission to Provincial Government

##### RISK MANAGEMENT FEEDBACK REPORT (To COUNCIL)

**(Four(4) Reports)**

Ensure than an updated Risk Management Report are submitted to Council for approval.

## PERFORMANCE REPORTS ON RESPONSIBILITIES (DPLG REGULATIONS – 1 AUGUST 2006)

### **(Four(4) Reports)**

Submit quarterly a report on the performance against pre-determined targets & objectives of the SDBIP for approval by council and submission to Provincial Government.

## SIX-MONTHLY ACTIVITIES

### CLOSING OF A PARTICULAR PERFORMANCE CYCLE

#### **(Twice during a Financial Year – June & December)**

Two performance cycle i.e. (July–December) and (January–June) is closed after assessments for the measurement of both hard- and soft issues.

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

#### **(Two(2) Reports)**

Two(2) six-month performance assessments to take place of which the outcome provides a performance measurement of the municipality as a whole over a particular 6-month period. A Comparative Report over two cycles will form the basis of a Performance Annual Report that 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(1) Report)**

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

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

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

### 5.7.15 MONTHLY IMPLEMENTATION PLAN

The Performance Management Monthly Implementation Plan of the approved PRMS System follows herewith :-

	OBJECTIVE TO BE ACHIEVED	SUBMISSION	RESPONSIBILITY	TIME LINE
JULY	<b>SUBMISSION: MUNICIPAL PERFORMANCE AGAINST PRE-DETERMINED TARGETS (Hard Issues)</b> An updated version of the SDBIP Monitoring Dashboard that includes the performance outcome against pre-determined targets and objectives for all four quarters of the financial year to be submitted for inclusion in the 2 <sup>nd</sup> Six-Month Performance Report / Annual Performance Report	Signed Hard Copy + Soft Copy	E.Mayor Speaker HOD's Political Office Managers <b>Driven by Secretaries</b>	5 July
	<b>SUBMISSION: MUNICIPAL PERFORMANCE ON TEAMWORK &amp; LEADERSHIP (Soft Issues)</b> Management of both the Political & Administrative Pillars to submit a reconciled outcome of the Unit / Departmental Performance Reviews as well as a Performance Feedback Report based on the outcome, that includes corrective measures that were put in place for inclusion in the 2 <sup>nd</sup> Six-Month Performance Report / Annual Performance Report.	Hard & Soft Copy Reconciled Outcome + Feedback Report	E.Mayor Speaker HOD's Political Office Managers <b>Driven by Secretaries</b>	5 July
	<b>SUBMISSION: MUNICIPAL PERFORMANCE ON SERVICE DELIVERY &amp; BATHO PELE PRINCIPLES(External Measurement)</b> Secretaries to submit all completed External Appraisal Forms that was completed by the members of the community for inclusion in the 2 <sup>nd</sup> Six-Month Performance Report / Annual Performance	Hard Copy only	E.Mayor Speaker HOD's Political Office Managers <b>Driven by Secretaries</b>	5 July
	<b>ASSESSMENTS : Q4 - INDIVIDUAL PERFORMANCE (DPLG Reg -1 Aug 2006)</b> 1. Determine a date during the 2 <sup>ND</sup> week of the Month 2. Inform External Panel Members i.e. Chairperson of A&P Committee & MM of another Municipality 3. Inform Internal Panel Members i.e. MMC's of respective Departments 4. Inform Candidates of the Assessment Date - Section 56 & 57 Employees (MM & HOD's) 5. Follow the Developed SOP Checklist and prepare the respective documentation	Reserve Dates in Office Diaries	Section 56 & 57 Employees (MM & HOD's) <b>PRMS Unit</b>	2 <sup>ND</sup> Week
	<b>SUBMISSION: Q4 - SDBIP &amp; CCR's ( DPLG Regulations – 1 August 2006 )</b> Submit the SDBIP Monitoring Dashboard and performance on CCR's for Assessment against Pre-determined targets and objectives	Signed Hard Copy + Soft Copy	HOD's <b>Driven by Secretaries</b>	5 July
	<b>SUBMISSION: Q4 - LGTAS REPORTING ( For Prov. Government )</b> Assist with the reviewal & update of the LGTAS Reporting Template for submission to Province	Coordinated by the IDP COORDINATOR	HOD's <b>Driven by Secretaries</b>	5 July
	<b>SUBMISSION: Q4 - 83 PROVINCIAL INDICATORS (For Prov. Government )</b> Update the 83 Provincial Indicators Reporting Framework for submission on or before	As Coordinated by PMS Unit	HOD's <b>Driven by Secretaries</b>	5 July
	<b>SUBMISSION: ANNUAL PERFORMANCE AGREEMENTS SEC 56 &amp; 57</b> 1. Signing of Performance Agreement [Sec 57(2)(a) – Systems Act] 2. Performance Objectives for attachment to Agreement [Sec 57(4)(a) – Systems Act] 3. Publication of Performance Agr. [Sec 53(3)(b) – MFMA] - within a month after SDBIP approval 4. Submission to Council & Province [Sec 53(3)(b) – MFMA] 5. Placement on Municipal Website [Sec 75(1)(d) & (2) – MFMA]	Signed Hard Copy + Soft Copy	HOD Corporate Serv. <b>Driven by HR Manager</b>	31 July
	<b>COMMUNICATING THE APPROVED SDBIP MONITORING DASHBOARD</b> Cascade the SDBIP Monitoring Dashboard to lower levels for implementation	In Soft Copy	Management	15 July

	<u>6 MONTH MUNICIPAL PERFORMANCE REPORT: HARD &amp; SOFT ISSUES - TO COUNCIL</u> Compile a comparative performance report on the Municipal Performance as a whole for the Municipal Manager (15 July) Submit Report to the PERFORMANCE AUDIT COMMITTEE (20 July)	In Soft Copy	PRMS Unit	31 July
	<u>6 MONTH MUNICIPAL PERFORMANCE REPORT: EXTERNAL APPRAISALS - TO COUNCIL</u> Compile a combined 83 INDICATOR Report for submission to Province	In Soft Copy	PRMS Unit	31 July
	<u>REPORT: Q4 - PROGRESS ON PRE-DETERMINED OBJECTIVES &amp; TARGETS OF THE SDBIP - TO COUNCIL</u> Compile a Performance Rep on pre-determined targets for submission to the A&P Com, Mayco, Council and Prov. Government	In Soft Copy	PRMS Unit	20 July
	<u>REPORT: Q4 - PROGRESS ON RISK MANAGEMENT DASHBOARD - TO COUNCIL</u> Submit and updated RISK MANAGEMENT DASHBOARD to Council	In Soft Copy	PRMS Unit	20 July
	<u>REPORT: Q4 - LGTAS REPORTING - TO PROVINCE</u> Compile an updated LGTAS Report to Province	In Soft Copy	PRMS Unit	31 July
	<u>REPORT: Q4 - 83 PROV. INDICATORS - TO PROVINCE</u> Compile a combined 83 INDICATOR Report for submission to Province	In Soft Copy	PRMS Unit	31 July

	OBJECTIVE TO BE ACHIEVED	SUBMISSION	RESPONSIBILITY	TIME LINE
AUGUST	<u>REPORT - ANNUAL COMPARATIVE PERFORMANCE - TO PROVINCE</u>			
	<b>Draft</b> comparative Performance Report to the MUNICIPAL MANAGER by (5 Aug) Submit Report to the PERFORMANCE AUDIT COMMITTEE (10 Aug) To MAYORAL & COUNCIL (15 Aug) and eventually to PROVINCE (31 Aug)	In Soft Copy	PRMS UNIT	31 Aug

	OBJECTIVE TO BE ACHIEVED	SUBMISSION	RESPONSIBILITY	TIME LINE
SEPTEMBER	<u>REMINDER PERFORMANCE REVIEW ONE-ON-ONE DISCUSSIONS</u> Ensure the arrangement of performance review discussions between individuals & line managers and ensure that the Performance Review Minutes are completed and signed by both parties. HOD to prepare and submit a Performance Feedback Report as well as a Reconciliation Report of the departmental for inclusion in the Performance Cycle and Annual Report.  <ol style="list-style-type: none"> <li>1) Ongoing communication between management and the workforce</li> <li>2) To ensure that employees understand their importance in the chain of responsibility</li> <li>3) To keep all staff members informed on policies and important council matters</li> <li>4) To uplift the morale of employees by appraising good performance</li> <li>5) To communicate the implementation of the Batho Pele principles</li> <li>6) To identify challenges as well as under-, and/or non-performance</li> <li>7) To communicate the implementation of corrective measures</li> </ol>	<b>Signed</b> Hard Copies to be filed at the office of the HOD for Auditing Purposes	<i>E.Mayor Speaker HOD's Political Office Managers Driven by Secretaries</i>	@ Least once between Jan & Jul
	<u>AVAILABILITY OF EXTERNAL APPRAISAL FORMS TO THE COMMUNITY</u> External Appraisal Forms to be made available to the community at all times (Libraries / Pay Points / Clinics / HOD Offices / Political Offices)	Hard Copies only	for collection by the PRMS Unit	30 Sep

	<p><u>PRESENTATION : ANNUAL PERFORMANCE OUTCOME</u> Ensure that a <b>PRESENTATION</b> is compiled for the Municipal Manager that includes a COMPARATIVE PERFORMANCE OUTCOME of the Municipality.</p>	In Soft Copy	PRMS UNIT 30 Sep

	OBJECTIVE TO BE ACHIEVED	SUBMISSION	RESPONSIBILITY	TIME LINE
OCTOBER	<p><u>SUBMISSION: Q1 - SDBIP &amp; CCR's ( DPLG Regulations – 1 August 2006 )</u> Submit the SDBIP Monitoring Dashboard and performance on CCR's for Assessment against Pre-determined targets and objectives</p>	Signed Hard Copy + Soft Copy	HOD's Driven by Secretaries	5 Oct
	<p><u>SUBMISSION: Q4 - LGTAS REPORTING ( For Prov. Government )</u> Assist with the reviewal &amp; update of the <u>LGTAS</u> Reporting Template for submission to Province</p>	Coordinated by the IDP COORDINATOR	HOD's Driven by Secretaries	5 Oct
	<p><u>SUBMISSION: Q1 - 83 PROVINCIAL INDICATORS (For Prov. Government )</u> Update the <u>83 Provincial Indicators</u> Reporting Framework for submission on or before</p>	As Coordinated by PMS Unit	HOD's Driven by Secretaries	5 Oct
	<p><u>ASSESSMENTS : Q1 - INDIVIDUAL PERFORMANCE (DPLG Reg –1 Aug 2006)</u> 1. Determine a date during the <b>2<sup>ND</sup> week</b> of the Month 2. Inform External Panel Members i.e. Chairperson of A&amp;P Committee &amp; MM of another Municipality 3. Inform Internal Panel Members i.e. MMC's of respective Departments 4. Inform Candidates of the Assessment Date - Section 56 &amp; 57 Employees (MM &amp; HOD's) 5. Follow the Developed SOP Checklist and prepare the respective documentation</p>	Reserve Dates in Office Diaries	Section 56 & 57 Employees (MM & HOD's) PRMS Unit	2 <sup>ND</sup> Week
	<p><u>REPORT: Q1 - PROGRESS ON PRE-DETERMINED OBJECTIVES &amp; TARGETS OF THE SDBIP - TO COUNCIL</u> Compile a Performance Rep on pre-determined targets for submission to the A&amp;P Com, Mayco, Council and Prov. Government</p>	In Soft Copy	PRMS Unit	30 Oct
	<p><u>REPORT: Q1 - PROGRESS ON RISK MANAGEMENT DASHBOARD - TO COUNCIL</u> Submit and updated RISK MANAGEMENT DASHBOARD to Council</p>	In Soft Copy	PRMS Unit	30 Oct
	<p><u>REPORT: Q1 - LGTAS REPORTING - TO PROVINCE</u> Compile an updated LGTAS Report to Province</p>	In Soft Copy	PRMS Unit	30 Oct
	<p><u>REPORT: Q1 - 83 PROV. INDICATORS - TO PROVINCE</u> Compile a combined 83 INDICATOR Report for submission to Province</p>	In Soft Copy	PRMS Unit	30 Oct
	<p><u>RE M I N D E R</u> PERFORMANCE REVIEW ONE-ON-ONE DISCUSSIONS Ensure the arrangement of performance review discussions between individuals &amp; line managers and ensure that the <u>Performance Review Minutes are completed and signed by both parties</u>. HOD to prepare and submit a <b>Performance Feedback Report</b> as well as a <b>Reconciliation Report</b> of the departmental for inclusion in the Performance Cycle and Annual Report.</p> <ol style="list-style-type: none"> <li>Ongoing communication between management and the workforce</li> <li>To ensure that employees understand their importance in the chain of responsibility</li> <li>To keep all staff members informed on policies and important council matters</li> <li>To uplift the morale of employees by appraising good performance</li> <li>To communicate the implementation of the Batho Pele principles</li> <li>To identify challenges as well as under-, and/or non-performance</li> </ol>	Signed Hard Copies to be filed at the office of the HOD for Auditing Purposes	E.Mayor Speaker HOD's Political Office Managers Driven by Secretaries	@ Least once between Jul & Nov

	7) To communicate the implementation of corrective measures			
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	OBJECTIVE TO BE ACHIEVED	SUBMISSION	RESPONSIBILITY	TIME LINE
NOVEMBER	<b>SUBMISSION: MUNICIPAL PERFORMANCE AGAINST PRE-DETERMINED TARGETS (Hard Issues)</b> An updated version of the SDBIP Monitoring Dashboard that includes the performance outcome against pre-determined targets and objectives for all four quarters of the financial year to be submitted for inclusion in the <u>2<sup>nd</sup> Six-Month Performance Report / Annual Performance Report</u>	<b>Signed</b> Hard Copy + Soft Copy	<i>E.Mayor Speaker HOD's Political Office Managers Driven by Secretaries</i>	5 July
	<b>SUBMISSION: MUNICIPAL PERFORMANCE ON TEAMWORK &amp; LEADERSHIP (Soft Issues)</b> Management of both the Political & Administrative Pillars to submit a reconciled outcome of the Unit / Departmental Performance Reviews as well as a Performance Feedback Report based on the outcome, that includes corrective measures that were put in place for inclusion in the <u>2<sup>nd</sup> Six-Month Performance Report / Annual Performance Report</u> .	<b>Hard &amp; Soft Copy</b> Reconciled Outcome + Feedback Report	<i>E.Mayor Speaker HOD's Political Office Managers Driven by Secretaries</i>	5 July
	<b>SUBMISSION: MUNICIPAL PERFORMANCE ON SERVICE DELIVERY &amp; BATHO PELE PRINCIPLES (External Measurement)</b> Secretaries to submit all completed External Appraisal Forms that was completed by the members of the community for inclusion in the <u>2<sup>nd</sup> Six-Month Performance Report / Annual Performance</u>	Hard Copy only	<i>E.Mayor Speaker HOD's Political Office Managers Driven by Secretaries</i>	5 July
	<b>AVAILABILITY OF EXTERNAL APPRAISAL FORMS TO THE COMMUNITY</b> External Appraisal Forms to be made available to the community at all times ( <i>Libraries / Pay Points/ Clinics/ HOD Offices/ Political Offices</i> )	Hard Copy only	<b>for collection by the PRMS Unit</b>	30 Nov

	OBJECTIVE TO BE ACHIEVED	SUBMISSION	RESPONSIBILITY	TIME LINE
DECEMBER	<b>1<sup>st</sup> 6 MONTH PERFORMANCE MID-TERM REPORT - TO A&amp;P COMMITTEE</b> <b>Draft</b> comparison performance report to the MUNICIPAL MANAGER ( <b>15 December</b> ) Submit Report to the PERFORMANCE AUDIT COMMITTEE ( <b>20 December</b> )	In Soft Copy	<b>PRMS Unit</b>	20 Dec
	<b>PMS FILING SYSTEM (At Political Offices as well as the offices of the HOD)</b> The PRMS file of all councillors and employees should contain the following:- - Signed Job Description - Two Performance Review Minutes per one financial year	<b>Signed</b> Hard Copies for Auditing Purposes	<i>E.Mayor Speaker HOD's Political Office Managers Driven by Secretaries</i>	31 Dec

	OBJECTIVE TO BE ACHIEVED	SUBMISSION	RESPONSIBILITY	TIME LINE
JANUARY	<b>SUBMISSION: Q2 - SDBIP &amp; CCR's (DPLG Regulations – 1 August 2006)</b> Submit the SDBIP Monitoring Dashboard and performance on CCR's for Assessment against Pre-determined targets and objectives	<b>Signed</b> Hard Copy + Soft Copy	<i>HOD's Driven by Secretaries</i>	10 Jan
	<b>SUBMISSION: Q4 - LGTAS REPORTING (For Prov. Government)</b> Assist with the reviewal & update of the <u>LGTAS</u> Reporting Template for submission to Province	Coordinated by the IDP COORDINATOR	<i>HOD's Driven by Secretaries</i>	10 Jan
	<b>SUBMISSION: Q2 - 83 PROVINCIAL INDICATORS (For Prov. Government)</b> Update the <u>83 Provincial Indicators</u> Reporting Framework for submission on or before	As Coordinated by PMS Unit	<i>HOD's Driven by Secretaries</i>	10 Jan
	<b>6 MONTH MID-TERM MUNICIPAL PERFORMANCE REPORT: HARD &amp; SOFT ISSUES - TO COUNCIL</b> Submit the Mid Term Performance Report to the Mayoral Committee ( <b>15 January</b> ) Submit the Mid Term Performance Report to Provincial Government ( <b>31 January</b> )	In Soft Copy	<b>PRMS Unit</b>	31 Jan
	<b>6 MONTH MUNICIPAL PERFORMANCE REPORT: EXTERNAL APPRAISALS - TO COUNCIL</b> Compile a combined 83 INDICATOR Report for submission to Province	In Soft Copy	<b>PRMS Unit</b>	31 Jan



	REPORT: Q2 - PROGRESS ON PRE-DETERMINED OBJECTIVES & TARGETS OF THE SDBIP - <u>TO COUNCIL</u> Compile a Performance Report on pre-determined targets for submission to the A&P Com, Mayco, Council and Prov. Government	In Soft Copy	<b>PRMS Unit</b>	20 Jan
	REPORT: Q2 - PROGRESS ON RISK MANAGEMENT DASHBOARD - <u>TO COUNCIL</u> Submit an updated RISK MANAGEMENT DASHBOARD to Council	In Soft Copy	<b>PRMS Unit</b>	20 Jan
	REPORT: Q2 - LGTAS REPORTING - <u>TO PROVINCE</u> Compile an updated LGTAS REPORT for submission to Province	In Soft Copy	<b>PRMS Unit</b>	31 Jan
	REPORT: Q2 - 83 PROV. INDICATORS - <u>TO PROVINCE</u> Compile an updated 83 INDICATOR Report for submission to Province	In Soft Copy	<b>PRMS Unit</b>	31 Jan
	<u>COMMUNICATING THE REVISED SDBIP MONITORING DASHBOARD</u> Communicate the revised SDBIP Monitoring Dashboard to lower levels for implementation	Hard Copy only	<i>E.Mayor /Speaker /HOD's Political Office Managers Driven by Secretaries</i>	31 Jan
FEBRUARY	<i>OBJECTIVE TO BE ACHIEVED</i>	<i>SUBMISSION</i>	<i>RESPONSIBILITY</i>	<i>TIME LINE</i>
	<u>ASSESSMENTS : Q2 - INDIVIDUAL PERFORMANCE (DPLG Reg -1 Aug 2006)</u> 1. Determine a date during the 2 <sup>ND</sup> week of the Month 2. Inform External Panel Members i.e. Chairperson of A&P Committee & MM of another Municipality 3. Inform Internal Panel Members i.e. MMC's of respective Departments 4. Inform Candidates of the Assessment Date - Section 56 & 57 Employees (MM & HOD's) 5. Follow the Developed SOP Checklist and prepare the respective documentation	<b>Reserve Dates in Office Diaries</b>	<b>Section 56 &amp; 57 Employees (MM &amp; HOD's) PRMS Unit</b>	2 <sup>ND</sup> Week
	<u>AVAILABILITY OF EXTERNAL APPRAISAL FORMS TO THE COMMUNITY</u> External Appraisal Forms to be made available to the community at all times (Libraries / Pay Points / Clinics / HOD Offices / Political Offices)	Hard Copy only	<b>for collection by the PRMS Unit</b>	30 Feb
MARCH	<i>OBJECTIVE TO BE ACHIEVED</i>	<i>SUBMISSION</i>	<i>RESPONSIBILITY</i>	<i>TIME LINE</i>
	<u>RE M I N D E R</u> PERFORMANCE REVIEW ONE-ON-ONE DISCUSSIONS Ensure the arrangement of performance review discussions between individuals & line managers and ensure that the Performance Review Minutes are completed and signed by both parties. HOD to prepare and submit a <b>Performance Feedback Report</b> as well as a <b>Reconciliation Report</b> of the departmental for inclusion in the Performance Cycle and Annual Report.  1) Ongoing communication between management and the workforce 2) To ensure that employees understand their importance in the chain of responsibility 3) To keep all staff members informed on policies and important council matters 4) To uplift the morale of employees by appraising good performance 5) To communicate the implementation of the Batho Pele principles 6) To identify challenges as well as under-, and/or non-performance 7) To communicate the implementation of corrective measures	<b>Signed</b> Hard Copies to be filed at the office of the HOD for Auditing Purposes	<i>E.Mayor Speaker HOD's Political Office Managers Driven by Secretaries</i>	@ Least once between Jan & Jul
APRIL	<i>OBJECTIVE TO BE ACHIEVED</i>	<i>SUBMISSION</i>	<i>RESPONSIBILITY</i>	<i>TIME LINE</i>
	<u>SUBMISSION: Q3 - SDBIP &amp; CCR's (DPLG Regulations – 1 August 2006)</u> Submit the SDBIP Monitoring Dashboard and performance on CCR's for Assessment against Pre-determined targets and objectives	<b>Signed</b> Hard Copy + Soft Copy	<b>HOD's Driven by Secretaries</b>	5 APR
	<u>SUBMISSION: Q4 - LGTAS REPORTING (For Prov. Government)</u> Assist with the reviewal & update of the <u>LGTAS</u> Reporting Template for submission to Province	Coordinated by the IDP COORDINATOR	<b>HOD's Driven by Secretaries</b>	5 APR
	<u>SUBMISSION: Q3 - 83 PROVINCIAL INDICATORS (For Prov. Government)</u> Update the <u>83 Provincial Indicators</u> Reporting Framework for submission on or before	As Coordinated by PMS Unit	<b>HOD's Driven by Secretaries</b>	5 APR

	<b>ASSESSMENTS : Q3 - INDIVIDUAL PERFORMANCE (DPLG Reg –1 Aug 2006)</b> 1. Determine a date during the <b>2<sup>ND</sup> week</b> of the Month 2. Inform External Panel Members i.e. Chairperson of A&P Committee & MM of another Municipality 3. Inform Internal Panel Members i.e. MMC's of respective Departments 4. Inform Candidates of the Assessment Date - Section 56 & 57 Employees (MM & HOD's) 5. Follow the Developed SOP Checklist and prepare the respective documentation	<b>Reserve Dates in Office Diaries</b>	<b>Section 56 &amp; 57 Employees (MM &amp; HOD's) PRMS Unit</b>	2 <sup>ND</sup> Week
	<b>REPORT: Q3 - PROGRESS ON PRE-DETERMINED OBJECTIVES &amp; TARGETS OF THE SDBIP - TO COUNCIL</b> Compile a Performance Report on pre-determined targets for submission to the A&P Com, Mayco, Council and Prov. Government	In Soft Copy	<b>PRMS Unit</b>	<b>30 APR</b>
	<b>REPORT: Q3 - PROGRESS ON RISK MANAGEMENT DASHBOARD - TO COUNCIL</b> Submit an updated RISK MANAGEMENT DASHBOARD to Council	In Soft Copy	<b>PRMS Unit</b>	<b>30 APR</b>
	<b>REPORT: Q3 - LGTAS REPORTING - TO PROVINCE</b> Compile an updated LGTAS REPORT for submission to Province	In Soft Copy	<b>PRMS Unit</b>	<b>30 APR</b>
	<b>REPORT: Q3 - 83 PROV. INDICATORS - TO PROVINCE</b> Compile an updated 83 INDICATOR Report for submission to Province	In Soft Copy	<b>PRMS Unit</b>	<b>30 APR</b>

	<i>OBJECTIVE TO BE ACHIEVED</i>	<i>SUBMISSION</i>	<i>RESPONSIBILITY</i>	<i>TIME LINE</i>
MAY	<b>AVAILABILITY OF EXTERNAL APPRAISAL FORMS TO THE COMMUNITY</b> External Appraisal Forms to be made available to the community at all times (Libraries / Pay Points / Clinics / HOD Offices / Political Offices)	Hard Copy only	for collection by the PRMS Unit	30 May
	<b>RE M I N D E R</b> <b>PERFORMANCE REVIEW ONE-ON-ONE DISCUSSIONS</b> Ensure the arrangement of performance review discussions between individuals & line managers and ensure that the <b>Performance Review Minutes</b> are completed and signed by both parties. HOD to prepare and submit a <b>Performance Feedback Report</b> as well as a <b>Reconciliation Report</b> of the departmental for inclusion in the Performance Cycle and Annual Report. 1) Ongoing communication between management and the workforce 2) To ensure that employees understand their importance in the chain of responsibility 3) To keep all staff members informed on policies and important council matters 4) To uplift the morale of employees by appraising good performance 5) To communicate the implementation of the Batho Pele principles 6) To identify challenges as well as under-, and/or non-performance 7) To communicate the implementation of corrective measures	<b>Signed</b> Hard Copies to be filed at the office of the HOD for Auditing Purposes	<i>E.Mayor Speaker HOD's Political Office Managers</i> <b>Driven by Secretaries</b>	@ Least once between Jan & Jul

	<i>OBJECTIVE TO BE ACHIEVED</i>	<i>SUBMISSION</i>	<i>RESPONSIBILITY</i>	<i>TIME LINE</i>
<b>JUNE</b>	<u>AVAILABILITY OF EXTERNAL APPRAISAL FORMS TO THE COMMUNITY</u> External Appraisal Forms to be made available to the community at all times (Libraries / Pay Points / Clinics / HOD Offices / Political Offices)	Hard Copy only	for collection by the PRMS Unit	30 June
	<b>Early Warning !!! for Submissions</b>			
	<u>SUBMISSION: MUNICIPAL PERFORMANCE AGAINST PRE-DETERMINED TARGETS (Hard Issues)</u> An updated version of the SDBIP Monitoring Dashboard that includes the performance outcome against pre-determined targets and objectives for all four quarters of the financial year to be submitted for inclusion in the <u>2<sup>nd</sup> Six-Month Performance Report / Annual Performance Report</u>	<b>Signed</b> Hard Copy + Soft Copy	<i>E.Mayor Speaker HOD's Political Office Managers Driven by Secretaries</i>	5 July
	<u>SUBMISSION: MUNICIPAL PERFORMANCE ON TEAMWORK &amp; LEADERSHIP (Soft Issues)</u> Management of both the Political & Administrative Pillars to submit a reconciled outcome of the Unit / Departmental Performance Reviews as well as a Performance Feedback Report based on the outcome, that includes corrective measures that were put in place for inclusion in the <u>2<sup>nd</sup> Six-Month Performance Report / Annual Performance Report</u> .	<b>Hard &amp; Soft Copy</b> Reconciled Outcome + Feedback Report	<i>E.Mayor Speaker HOD's Political Office Managers Driven by Secretaries</i>	5 July
	<u>SUBMISSION: MUNICIPAL PERFORMANCE ON SERVICE DELIVERY &amp; BATHO PELE PRINCIPLES (External Measurement)</u> Secretaries to submit all completed External Appraisal Forms that was completed by the members of the community for inclusion in the <u>2<sup>nd</sup> Six-Month Performance Report / Annual Performance</u>	Hard Copy only	<i>E.Mayor Speaker HOD's Political Office Managers Driven by Secretaries</i>	5 July