



ANNUAL PERFORMANCE AGREEMENT

Prepared for and entered into by:

**Mr. G Mashiyi
the Municipal Manager of the
CHRIS HANI DISTRICT MUNICIPALITY
(“the Municipal Manager”)**

and

**Mrs Yolanda, B Dakuse
the Director at the
CHRIS HANI DISTRICT MUNICIPALITY
(“the Director”)**

for the financial year: 2022 - 2023

Commencement Period: 1 July 2022- 30 June 2023



PROLOGUE

- 1.1. The Municipality has, in terms of Section 57(1)(a) of the Local Government: Municipal Systems Act, No. 32 of 2000 ("the Systems Act") entered into a contract of employment with the Director for a period of 5 years, commencing on 1st February 2018
- 1.2. Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the Parties, require the Parties to conclude an annual performance agreement.
- 1.3. The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Director to a set of outcomes that shall secure local government policy goals.
- 1.4. The Parties wish to ensure that there is compliance with Sections 57 (4B) and (5) of the Systems Act.

1. INTERPRETATION

- 1.5. In this Agreement the following words shall have the meaning ascribed thereto:
 - 1.5.1. "this Agreement" – means the performance agreement between the Municipality and the Director and the annexures thereto.
 - 1.5.2. "the Executive Authority" – means the Council of the Municipality constituted in terms of Section 55 of the Local Government: Municipal Structures Act as represented by its chairperson, the Executive Mayor.
 - 1.5.3. "the Director" – means the Director of Corporate Services who is directly accountable to the Municipal Manager in terms of Section 56(a) of the Systems Act.
 - 1.5.4. "the Municipal Manager" – means the Municipal Manager appointed in terms of Section 82 of the Local Government: Municipal Structures Act, No. 117 of 1998.
 - 1.5.5. "the Municipality" – means the CHRIS HANI DISTRICT MUNICIPALITY.



1.5.6. "the Parties" – means the Municipal Manager and the Director.

2. PURPOSE OF THIS AGREEMENT

2.1. The Parties agree that the purposes of this Agreement are to:

2.1.1. comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the contract of employment entered into between the Parties;

2.1.2. specify objectives and targets established for the Director and to communicate to the Director the Municipality's expectations of the Director's performance and accountability;

2.1.3. specify accountabilities as set out in Annexure A;

2.1.4. monitor and measure performance against targeted outputs and outcomes;

2.1.5. use Annexure A and Annexure B+C, as a basis for assessing whether the Director has met the performance expectations applicable to her job;

2.1.6. appropriately reward the Director in accordance with the Municipality's performance management policy in the event of outstanding performance;

2.1.7. establish a transparent and accountable working relationship; and

2.1.8. give effect to the Municipality's commitment to a performance-orientated relationship with its Director in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

3.1. Notwithstanding the date of signature this Agreement shall commence on the 1 July 2022 and shall remain in force until a new performance agreement including a Performance Plan and Personal Development Plan is concluded between the Parties as contemplated in Clause 3.2 The performance agreement shall be entered into for each financial year of the municipality ;

3.2. The Parties shall review the provisions of this Agreement during June each year and shall conclude a new performance agreement including a Performance Plan and Personal Development Plan that replaces this Agreement at least once a year within

one month after commencement of the new financial year (by not later than the 31st of July each year).

3.3. The payment of the performance bonus is determined in accordance with the regulation 32 states that a performance bonus shall be paid based on the affordability to the Director and after

- The annual report for the financial year under review has been tabled and adopted by council;
- An evaluation of performance in accordance with the provision of regulation 23 and
- Approval of such evaluation by the municipal council as a reward for outstanding performance.

3.4. If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall by mutual agreement between the parties immediately be revised.

3.5. This Agreement shall terminate on the termination of the Director's contract of employment for any reason.

4. PERFORMANCE OBJECTIVES

4.1. The Performance Plan in Annexure A sets out:

4.1.1. the performance objectives and targets which must be met by the Director; and

4.1.2. the timeframes within which those performance objectives and targets must be met.

4.2. The Personal Development Plan in Annexure B sets out the Director's personal developmental requirements in line with the objectives and targets of the Municipality.

4.3. The Core Management Competencies reflected herein set out those management skills regarded as critical to the position held by the Director.

4.4. The performance objectives and targets reflected in Annexure A are set by the Municipality in consultation with the Director and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan the Budget of



the Municipality, and include key objectives, key performance areas, target dates and weightings.

- 4.5. The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the time frame in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.6. The Director's performance shall, in addition, be measured in terms of contributions to the development objectives and strategies set out in the Municipality's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1. The Director agrees to participate in the performance management system that the Municipality adopts.
- 5.2. The Director accepts that the purpose of the performance management system shall be to provide a comprehensive system with specific performance standards to assist the municipal management and municipal staff to perform to the standards required.
- 5.3. The Council and/or Municipal Manager shall consult the Director about the specific performance standards that shall be included in the performance management system as applicable to the Director.
- 5.4. The Director undertakes to actively focus towards the promotion and implementation of his/her Key Performance Areas as set out in Annexure A including special projects relevant to the Director's responsibilities within the local government framework.



6. PERFORMANCE ASSESSMENT

- 6.1. The performance of the Director shall be assessed against the outputs and outcomes achieved in terms of his/her Key Performance Areas (KPAs) as fully described in Annexure A and his/her Core Management Competencies (CMCs) determined at the commencement of this Agreement with a weighting of 80:20 allocated to the KPAs and CMCs respectively. Therefore the KPAs that refer to the main tasks of the Director account for 80% of his/her assessment while the CMCs make up the other 20% of the Director's assessment score.
- 6.2. The weightings agreed to in respect of the Director's KPAs attached as Annexure A are set out in the table below:

KEY PERFORMANCE AREA	DESCRIPTION	WEIGHT
KPA 1	Municipal Transformation and Organisational Development	75%
KPA 2	Basic Service Delivery	0%
KPA 3	Local Economic Development	5%
KPA 4	Financial Management and Viability	5%
KPA 5	Good Governance and Public Participation	15%
TOTAL		100%

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6.3. The weightings agreed to in respect of the CMCs considered most critical for the Director's position and further defined in Annexure C are set out in the table below:

LEADING COMPETENCIES				
NO	COMPETENCY AREA	DEFINITION	ACHIEVEMENT LEVEL	WEIGHT
1	Strategic Leadership and Management	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate	Advanced	10%
2	People Management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	Advanced	10%
3	Programme and Project Management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives	Advanced	5%
4	Financial Management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	Advanced	5%
5	Change Leadership	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	Advanced	10%
6	Governance Leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	Advanced	10%
CORE COMPETENCIES				
NO	COMPETENCY AREA	DEFINITION	ACHIEVEMENT LEVEL	WEIGHT
1	Morale Competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	Advanced	5%
2	Planning and Organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	Advanced	10%
3	Analysis and Innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve Institutional processes in order to achieve key strategic objectives	Advanced	10%
4	Knowledge and Information Management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	Advanced	5%
5	Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome	Advanced	10%
6	Results and Quality Focus	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	Advanced	10%
TOTALS				100%



6.4. The assessment of the performance of the Director shall be based on the following rating scales for KPAs and CMCs:

LEVEL	TERMINOLOGY	RATING SCALES	DESCRIPTION
5	Outstanding Performance		Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the employee has achieved above fully effective results against all performance criteria and indicators as specified in the Performance Agreement and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	Performance Significantly Above Expectations		Performance is significantly higher than the standard expected in the job. The appraisal indicates that the employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year
3	Fully Effective		Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the employee has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreement and Performance Plan
2	Performance Not Fully Effective		Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half of the key performance criteria and indicators as specified in the Performance Agreement and Performance Plan.
1	Unacceptable Performance		Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the Performance Agreement and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.5. To determine which rating on the five-point rating scale did the Director achieve for each KPA, the following criteria should be used:

Description	Definition
Duration of task	Was the target achieved within the projected timeframe
Level of complexity	Did the task require problem solving; reconciling different perceptions and the use of innovative alternatives?
Cost	Was the target delivered within budget? Was there saving or was there over expenditure?
Constraints	Did the envisaged constraints materialise? If so, were steps taken to manage/reduce the effects of the constraint? If not, was it beneficial to the completion of the target? Were there any innovative/pro-active steps taken to manage the constraint

7. PANEL AND SCHEDULE FOR ASSESSMENTS

7.1. An assessment panel consisting of the following persons shall be established when assessing the annual performance of the Director:

7.1.1. The Municipal Manager

7.1.2. Chairperson of the Performance Audit Committee or Audit committee in the absence of a performance committee

7.1.3. Member of the Mayoral Committee

7.1.4. Municipal Manager from another Municipality

7.2. The manager responsible for human resources of the Municipality must provide a secretarial services to the evaluation panels refer to in 7.1

7.3. In addition, a pre-assessment shall be done by:

7.3.1. The Municipal Manager

7.3.2. The Director (own assessment)

7.4. The performance of the Director shall be assessed in relation to his/her achievement of:

7.4.1. The targets indicated for each KPA in Annexure A;

7.4.2. The CCRs as defined in clause 6.3 of this agreement on a date to be determined for each of the following quarterly periods:

Quarter	Months	Review Date
1	July – September	October
2	October – December	January
3	January – March	April
4	April – June	July

7.5. Assessments in the first and third quarter may be verbal if the Director's performance is satisfactory

7.6. The Municipality shall keep a record of the mid-year and annual assessment meetings.



8. EVALUATING PERFORMANCE AND THE MANAGEMENT OF EVALUATION OUTCOMES

- 8.1.** The Director shall submit quarterly performance reports and a comprehensive annual performance report with the self-assessment to the Municipal Manager before the performance assessment meeting.
- 8.2.** The Municipal Manager shall give performance feedback to the Director after each quarterly and the annual assessment meetings.
- 8.3.** The Director shall be subjected to the performance evaluation panel at the end of the financial year for assessing the performance during the year
- 8.4.** The evaluation report of the Director's performance shall form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 8.5.** At the end of the 4th quarter, the Council shall determine if the Director is eligible for a performance bonus as envisaged in his/her contract of employment based on the bonus allocation set out in clause 8.11 of this agreement.
- 8.6.** The results of the annual assessment and the scoring report of the Director for the purposes of bonus allocation, if applicable, shall be submitted to the council for approval.
- 8.7.** Personal growth and development needs identified during any performance assessment discussion, must be documented in the Director's Personal Development Plan as well as the action steps and set time frames agreed to.
- 8.8.** Despite the establishment of agreed intervals for assessment, the Municipal Manager may, in addition, review the Director's performance at any stage while his/her contract of employment remains in force.
- 8.9.** Parties may agree to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Director shall be fully consulted before any such change is made.

8.10. The provisions of Annexure "A" may be amended by the council when the Municipality's performance management system is adopted, implemented and/or amended as the case may be subject to clause 5.3.

8.11. A performance bonus ranging from 5% to 14% of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that:

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

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

9. OBLIGATIONS OF THE MUNICIPALITY

9.1. The Municipality shall create an enabling environment to facilitate effective performance by the Director.

9.2. The Director shall be provided with access to skills development and capacity building opportunities.

9.3. The Municipality shall work collaboratively with the Director to solve problems and generate solutions to common problems that may impact on the performance of the Director.

9.4. The Municipality shall make available to the Director such resources including employees as the Director may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement; provided that it shall at all times remain the responsibility of the Director to ensure that he/she complies with those performance obligations and targets.

9.5. The Director shall be delegated such powers by the Municipality as may in the discretion of the Municipality be reasonably required from time to time to enable him/her to meet the performance objectives and targets established in terms of this Agreement.



10. CONSULTATION

10.1. The Municipal Manager agrees to consult the Director within a reasonable time where the exercising of the Municipal Manager's powers shall:

10.1.1. have a direct effect on the performance of any of the Director's functions;

10.1.2. commit the Director to implement or to give effect to a decision made by the Council and/or Municipal Manager;

10.1.3. have a substantial financial effect on the Municipality.

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

11. CONSEQUENCES OF POOR OR UNACCEPTABLE PERFORMANCE

11.1. Where the Municipal Manager is, at any time during the Director's employment, not satisfied with the Director's performance with respect to any matter dealt with in this Agreement, the Municipal Manager shall give notice to the Director to attend a meeting with the Municipal Manager.

11.2. The Director shall have the opportunity at the meeting to satisfy the Municipal Manager of the measures being taken to ensure that the Director's performance becomes satisfactory in accordance with a documented programme, including any dates, for implementing these measures

11.3. The Municipality shall provide systematic remedial or developmental support to assist the Director to improve his/her performance.

11.4. If, after appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Municipal Manager holds the view that the performance of the Director is not satisfactory, the Municipal Council shall, as per the advice of the Municipal Manager and subject to compliance with applicable labour legislation, be entitled to, by notice in writing to the Director, take steps to terminate the Director's employment in accordance with the notice period set out in the Director's contract of employment.

11.5. Where there is a dispute or difference as to the performance of the Director under this Agreement, the Parties shall confer with a view to resolving the dispute or difference.

11.6. Nothing contained in this Agreement in any way limits the right of the Municipality to terminate the Directors contract of employment with or without notice for any other breach by the Director of her obligations to the Municipality or for any other valid reason in law.

12. DISPUTES

12.1. In the event that the Director is dissatisfied with the nature of this Agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in the agreement, must be mediated by the Executive Mayor, who must within 30 days of receipt of a formal dispute from the Director, take a decision that shall be formal and binding on both parties.

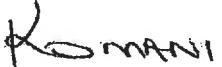
12.1 In the event that the Director is dissatisfied with the outcome of the evaluation, must be mediated by a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4) (e) within 30 days of receipt of a formal dispute from the Director, take a decision that shall be formal and binding on both parties.

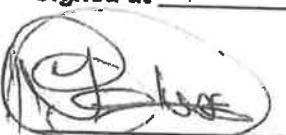
13. GENERAL

13.1. The contents of this Agreement must be made available to the public by the Municipal Manager in accordance with the Municipal Finance Management Act, 2003 section 53[3][b].

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

Signed at

 on this 29 day of July 2022


Director, Corporate Services
Chris Hani District Municipality

As witness:

(1) Nomfundo Sobukwe
Full Name and Surname

Signature

(2) _____
Full Name and Surname

Signed at KOMANI on this 29 day of July 2022

Municipal Manager
Chris Hani District Municipality

As witness:

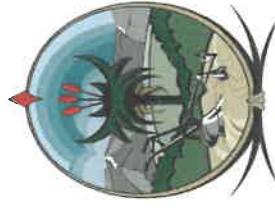
(1) Wamisa Ncube
Full Name and Surname

Signature

(2) Asavela Ncube
Full Name and Surname

Signature

ANNEXURE B:
PERFORMANCE AGREEMENT FOR MS. Y. DAKUSE



CHRIS HANI
 DISTRICT MUNICIPALITY
SUSTAINING GROWTH
THROUGH OUR PEOPLE

PERSONAL DEVELOPMENT PLAN OF:

Ms Y. Dakuse

2022/23 FINANCIAL YEAR

1. Skills/ Performance Gap (in order of priority)	2. Outcomes Expected (measures indicators: quantity, quality and time frames)	3. Suggested Training and /or development activity	4. Suggested Mode of delivery	5. Suggested Time Frames	6. Work Opportunity created to practise skill / development area	7. Support Person

CHRIS HANI DISTRICT MUNICIPALITY

APPROVED DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN : CORPORATE SERVICES

Priority Area	Measurable Objectives	S.YR-2022/23	Budgetary KRN	Indicative Description	Indicator Code	Programme Budget Allocation	Baseline	Stable Annual Target	Planned Quarterly Targets	Reason for Non-achievement (No/Under/Over Achievement)	Comments	Comments
DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN : CORPORATE SERVICES												
Integrated Human Resources Management	To Attract, Retain and Build a productive and improved workforce	Increased productivity and improved service delivery	Productivity and Improved Service Delivery	Integrating Human Resource Management – seeks to improve organization performance and developing a culture that foster innovation to help the organisation to achieve its performance. These programmes will be implemented through the following programmes:	MTOD - 1				4 Integrated Human Resource Management Programmes Implemented by 30 June 2023	Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	03 Integrated Human Resource Management Programmes Implemented by 30 June 2023	03 Integrated Human Resource Management Programmes Implemented by 30 June 2023
Number of Skills Development Programmes Implemented	Number of Integrated Human Resource Management programmes Implemented	Number of Integrated Human Resource Management programmes Implemented	Number of Integrated Human Resource Management programmes Implemented	Skills Development Plan focus on identifying skills sets, and developing or sharpening of those skills. This plan will be implemented through the Workforce skills plan which entails trainings conducted for staff members. These trainings takes place on quarterly basis. The process for the implementation of Skills Development will be as follows;	MTOD-1.1	1,500,000.00	1 Skills Development Plan Developed and implemented	1 Skills Development Plan activities [Training] implemented	Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	1 Work Skills Plan activities [Training] implemented	1 Work Skills Plan activities [Training] implemented	1 Work Skills Plan activities [Training] implemented
3. Source documents = Approved Workplace Skills Plan	3. Method of calculation = 1 programme will be implemented with different activities as stipulated in the Business plan/proposal each quarter	3. Source documents = Approved Workplace Skills Plan	3. Source documents = Approved Workplace Skills Plan	2. Implementation of training programmes on approved WSP and in line with the policy.	MTOD - 1.2		1 Labour Relations Programme Implemented by 30 June 2023	1 Labour Relations Programme Implemented by 30 June 2023	Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	Awareness on Discrimination in the workplace	Awareness on Standard of Conduct in the workplace	Awareness on Standard of Conduct in the workplace
Number of Local Labour Forums Implemented	Labour Relations is entrusted with harmonising working relations between learners and employees. To achieve this target, two projects will be convened and implemented in line with relevant practices. The first project will be implemented through convening of Local Labour Forum meetings. Local Labour Forum ensures sound employer and employee relations within the district municipality. These forums are conducted on quarterly basis.	Labour Relations is entrusted with harmonising working relations between learners and employees. To achieve this target, two projects will be convened and implemented in line with relevant practices. The first project will be implemented through convening of Local Labour Forum meetings. Local Labour Forum ensures sound employer and employee relations within the district municipality. These forums are conducted on quarterly basis.	Labour Relations is entrusted with harmonising working relations between learners and employees. To achieve this target, two projects will be convened and implemented in line with relevant practices. The first project will be implemented through convening of Local Labour Forum meetings. Local Labour Forum ensures sound employer and employee relations within the district municipality. These forums are conducted on quarterly basis.	The second Labour Relations project will be conducted through capacity building and awareness campaigns. They will capacitate managers and supervisors with knowledge, jobs and performance improvement within their respective departments in order to create a conducive working environment and well-disciplined institution.	MTOD-1.2.1		1 Labour Relations Project in Q1 [Awareness on Impact of COVID-19 - Employee rights and responsibility during COVID-19 Disaggression]	1 Labour Relations Project in Q2 [Code of Conduct for Municipal Employees]	1 Labour Relations Project in Q3 [Informing and Chairing Disciplinary Hearings]	1 Labour Relations Forum conducted	1 Labour Relations Forum conducted	1 Labour Relations Forum conducted
	There will be one (1) Labour Relations project implemented per quarter as follows;	1. 1 Labour Relations Project in Q1 [Awareness on Impact of COVID-19 - Employee rights and responsibility during COVID-19 Disaggression]	1. 1 Labour Relations Project in Q1 [Awareness on Impact of COVID-19 - Employee rights and responsibility during COVID-19 Disaggression]	1. 1 Labour Relations Project in Q2 [Code of Conduct for Municipal Employees]			4 Local Labour Forums Implemented by 30 June 2023	Qtr. 1 Qtr. 2 Qtr. 3	1 Labour Relations Forum conducted	1 Labour Relations Forum conducted	1 Labour Relations Forum conducted	1 Labour Relations Forum conducted
	2. 1 Labour Relations Project in Q3 [Informing and Chairing Disciplinary Hearings]	2. 1 Labour Relations Project in Q3 [Informing and Chairing Disciplinary Hearings]	2. 1 Labour Relations Project in Q3 [Informing and Chairing Disciplinary Hearings]									
	Leisure Relations is entrusted with harmonising working relations between the employees and employees. To achieve this target Labour Relation project will be conducted through capacity building and awareness campaigns. They will capacitate managers and supervisors with knowledge, skills and performance improvement within their respective departments in order to create a conducive working environment and well-disciplined institution. LRF ensures sound employer and employee relations within the district municipality. The capacitation programme and setting of forums are conducted on the quarterly basis. The process for the implementation of Labour Relations Programme will be as follows;	Leisure Relations is entrusted with harmonising working relations between the employees and employees. To achieve this target Labour Relation project will be conducted through capacity building and awareness campaigns. They will capacitate managers and supervisors with knowledge, skills and performance improvement within their respective departments in order to create a conducive working environment and well-disciplined institution. LRF ensures sound employer and employee relations within the district municipality. The capacitation programme and setting of forums are conducted on the quarterly basis. The process for the implementation of Labour Relations Programme will be as follows;	Leisure Relations is entrusted with harmonising working relations between the employees and employees. To achieve this target Labour Relation project will be conducted through capacity building and awareness campaigns. They will capacitate managers and supervisors with knowledge, skills and performance improvement within their respective departments in order to create a conducive working environment and well-disciplined institution. LRF ensures sound employer and employee relations within the district municipality. The capacitation programme and setting of forums are conducted on the quarterly basis. The process for the implementation of Labour Relations Programme will be as follows;	1. Convene Local Labour Forum	1 Labour Relations Forum conducted	1 Labour Relations Forum conducted	1 Labour Relations Forum conducted	Director: Corporate Services	Quarterly report on the setting of the Labour Relations Forum (Minutes; Attendance register)	Quarterly report on the setting of the Labour Relations Forum (Minutes; Attendance register)	Quarterly report on the setting of the Labour Relations Forum (Minutes; Attendance register)	
	2. Capacitation of Managers and Supervisors	2. Capacitation of Managers and Supervisors	2. Capacitation of Managers and Supervisors									

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Priority Area	Measurements/ Objectives	SD-BIP Outcome	Wkly/ Monthy	Indicators/ Descriptions	Indicators/ Codes	Programme Budget Allocation	Baseline Targets	SD-BIP Annual Targets	Planned Quarterly Targets	Actual Performance	Reason for Non-achievement	Evidence	Comments
				To Council structures by means of preparation of agendas, minutes, stand-alone registers and resolutions.						Qtr. 3 01 Administration support Programmes implemented			
				Number of Secretariat Administration support projects implemented	MTOD - 8.1					Qtr. 4 01 Administration support Programmes implemented			
				The Council Support sub-unit within the Legal Services & Administration Unit has a duty to provide secretarial duties to Council and other related structures, Council, Mayoral Committee, Standing Committees, Municipal Public Accounts Committee, Risk Management & Anti-Fraud Committee, Audit & Performance Audit Committee, Policy Advice Committees, Budget Steering Committee, Policy Legal Advisors Forum, Local Labour Forum, Assets Management, Water Services Provisioning and Facilities Management) are the structures, amongst others, which Secretarial support is mainly being provided. In order to provide secretarial support service to the Council structures, the sub-unit in liaison with the offices or chairpersons of council and various committees prepares agenda, maintains records of meetings (such as minutes, resolutions and attendance registers).						Secretariat Administration support projects implemented to all scheduled (end on request by convenor) to meetings convened by Council Structures	Chir. 1	Secretariat Administrative support projects implemented to all scheduled (end on request by convenor) to meetings convened by Council Structures	
				In addition, the sub-unit ensure that all reports are stored appropriately and that systems are in place for tracking implementation of decisions.						Secretariat Administration support projects implemented to all scheduled (end on request by convenor) to meetings convened by Council Structures	Chir. 2	Secretariat Administration support projects implemented to all scheduled (end on request by convenor) to meetings convened by Council Structures	
				Furthermore, the sub-unit strive to maintain relations between political offices and management on governance and administrative issues to improve information exchange and understanding of the role of Council and its structures.						Secretariat Administration support projects implemented to all scheduled (end on request by convenor) to meetings convened by Council Structures	Chir. 3	Secretariat Administration support projects implemented to all scheduled (end on request by convenor) to meetings convened by Council Structures	
				1.Council has adopted Institutional Annual Calendar, purpose of which is to provide a schedule of activities and meetings that the Municipality will prioritise in its operations.						Secretariat Administration support projects implemented to all scheduled (end on request by convenor) to meetings convened by Council Structures	Qtr. 4	Secretariat Administration support projects implemented to all scheduled (end on request by convenor) to meetings convened by Council Structures	
				2.The process of development of the Council Calendar involve a consultation process of various stakeholders and documents which are as follow:									
				a)D/E Process Plan of the Council;									
				b)MFAA Calendar;									
				c)Duties of the Speaker;									
				d)Office of the Executive Mayor;									
				e)Overdraft bodies (See 79 Committee);									
				f)Local Municipalities (Speaker's offices, MM's offices and other directorates);									
				g)Management of the District Municipality;									
				3.In consultation with the relevant chairpersons of council structures, the management make a decision about reports that must be submitted to a certain structure;									
				4.As soon as reports are prepared, Management submit Agenda items together with the reports to the Council Support sub-unit for the purposes of the preparation of the Agenda;									
				5.Each item that has been submitted to the Council Support sub-unit is given an Item Number, which is sequential in nature, and the latter accordingly listed as one of the Agenda items;									
				6.The Agenda contains the signatures of the chairpersons and delegated responsible support to such a structure. For example;									
				Record Management projects focus on the implementation of the policy to ensure that the information of the municipality is safe guarded. The two following activities will be implemented, File Plan Awareness campaigns and Records Disposal reporting,	MTOD - 8.2	OPEX				Q2 Record Management projects Implemented by 30 June 2023	Qtr. 1	2 Record Management projects Implemented (1) 1 File Plan Awareness campaign conducted (2) 1 Records Disposal reports compiled and submitted (Identifying and Listing of Records for Disposal process)	1. File Plan Awareness campaigns = Quarterly Reports; 2. Records Disposal report compiled and submitted = Records Disposal Report; Listing of Records for
				Number of Record Management projects implemented									

G.M

Priority Area	Measurable Objectives	S-VP Outcome	Strategy	KPI	Indicator Description	Programme/Initiative	Allocation	SD-BIP Annual Target	Planned Quarterly Targets	Actual Final Results	Reason for Non/Under/Over Achievement	Evidence	Comments	
						Code	Allocation							
LOCAL ECONOMIC DEVELOPMENT NT	Improved regional economy	Implementation of EPWP Programme	Eradicating Poberty, Workers programme is created for the purpose of creating jobs and addressing Unemployment and fighting Poverty. These are done amongst others by various State departments i.e. (PDI), Engineering, Health and Community services, Corporate Services departments while CHOM and are implemented on various projects that were undertaken. Shared is paid to beneficiarers that are identified by various progra beneficiaries and new by relevant Councilors with the district. Shared is paid on a Monthly basis to Beneficiaries as per the signed contract between the CHOM and those concerned for the agreed period.	LED - 8	Number of work opportunities created through EPWP	SDG10 Work opportunities created and maintained through EPWP	Qtr. 1	1448 Work opportunities created and maintained through EPWP	1448 Work opportunities created and maintained through EPWP	1448 Work opportunities created and maintained through EPWP	Quantity reports on EPWP work opportunities created and maintained through EPWP	Director Strategic Management & Services		
			2. Method of calculation = Sum w/ programme will be			LED - 6.4								
WATER MANAGEMENT AND SANITATION	Improved water management and sanitation	Water Management and Sanitation	Ensuring access to clean water and sanitation for all	Acq.	Indicator Code	Programme/Initiative	Allocation	SDG6 Water Target	Baseline	Actual	Reason for Non/Under/Over Achievement	Evidence	Comments	
BUDGET PLANNING	Ensure sound financial management	Sound Financial Management	Compliance of Budgets and financial reports with legislation		Municipal Finance Management Act 56 of 2003 Section 16 prescribes that the Council of a Municipality must for each financial year approve an Annual Budget for the Municipality before the start of the financial year.	FMV - 1.1	1 Funded budget 2020/21 compiled and approved	Qtr. 1	N/A	1 Funded budget 2020/21 compiled and approved by 30 June 2023	Qtr. 1	Proof of submission	Director Corporate Support Services	
					Section 16 of the Local Government Municipal Finance Management Act (MFMA) prescribes that the council of a municipality must for each financial year approve an annual budget for the municipality before the start of the financial year.									
			Section 66 of the MFMA assigns the Accounting Officer the responsibility of assisting the Mayor in performing the budgetary functions assigned to the latter in terms of Chapters 6 and 7.		In terms of the MFMA, section 16(2), the Mayor of a municipality must table an annual budget at a Council meeting at least 90 days before the start of the budget year. Section 7(1) of the MFMA further states that an annual budget must be a schedule in a prescribed format and further outlines the contents that should be included in such annual budget.									
FINANCIAL MANAGEMENT	Financial management	Sound Financial Management	Implementation of FIDM Policy		Implementation of FIDM Policy	Number of FIDM Policy	Implementation plan developed and implemented	Q1	Implementation plan developed and implemented by 30 June 2023	Implementation of FIDM policy developed and implemented by 30 June 2023	Implementation of the procurement plan facilitated	Director Corporate Support Services		

C.M

B.B

Priority Area	Measurable Objectives	S-MR Outcome	Strategic KPI	Indicator Description	Indicator Code	Programme Manager	Baseline Target	Status: Actual	Planned Quarterly Targets	Implementation Status	Implementation Status	(Reason for Non-achievement)	Evidence	Comments
Planned	Actual	Non-achievement	Under/Over Achievement											
1. EXPENDITURE MANAGEMENT	Ensure sound financial management	Sound financial management and compliance with legislation	Implementation of MFMA Sec 65 and 66	% adherence to 30 day payment of valid invoices by the due date.	FNVA - 4.1	OPEX				100% adherence to 30 days submission of all valid supplier invoices by the departments to BTD	Qtr. 1	100 % adherence to 30 days submission of all valid supplier invoices by the departments to BTD	Report on the adherence to 30 days payment of valid invoices (Monthly Credits age analysis report, HRB4 Report from the system)	Report on the adherence to 30 days payment of valid invoices (Monthly Credits age analysis report, HRB4 Report from the system)
2. PLANNING	Ensure effective planning	Number of Deviations reported & submitted	Deviations are made up of the following: 1. Emergency 2. Simple or non-predictable 3. Unforeseen circumstances or events objects where specific actions are difficult to complete. Where it is impractical for municipalities to follow the official procedure manual procedures as per Par 36 and SCM regulation 36. The deviation register is submitted quarterly to concerned authorities.		FNVA - 3.2	1 Deviation register submitted and maintained				1 x Deviation register completed and submitted	Qtr. 1	1 x Deviation register completed and submitted	Quarterly Report on the completion and administration of Deviation Register	Quarterly Report on the completion and administration of Deviation Register
3. MUNICIPAL SUPPORT	To empower citizens through public participation and stakeholder engagement	Informed stakeholders	Implementation of Public Participation Strategy	Programme Budget Allocation	GPPP - 2.4	OPEX				4 IGR Forums attended by conducted by 30 June 2023	Qtr. 1	1 IGR Forum attended	attendance register	attendance register
4. PLANNING	Planning	Number of IDP Rep forums conducted	Source documents = Action Minutes and Attendance	Programme Budget Allocation	GPPF - 2.11	OPEX				4 IDP Rep forums attended by conducted by 30 June 2023	Qtr. 1	1 IDP Rep forums attended	Resolution register, attendance register, minutes	Resolution register, attendance register, minutes

Priority Area	Measurable Objectives	Strategic Outcome	KPI	Indicative Date/Deadline	Performance Budget Allocation	Baseline Target	Bi-annual Targets	Quarterly Monitoring	Yearly Monitoring	Review for Non-achievement	Review for Over achievement	Evaluation	Implementation
Internal Audit	To ensure clean administration and accountable governance	Good Governance	Development and Implementation of Risk-Based Operational Plan	Number of Risk based Internal Audit Plan developed and Implemented	Development and Implementation of the approved risk based internal audit operational plan, based on documented annual risk assessment undertaken by management at least annually. The risk based plan comprises of the following: 1. Risk based Audit 2. Mandatory audits 3. Follow up audit 4. Ad-hoc audits 5. Consulting engagements. The process for the development and implementation of Risk based Internal Audit Plan will consider:	GGPP - 5	270,000.00	1 Risk Based Internal Audit Plan Implemented	01 Risk based Internal audit plan developed and implemented by 30 June 2023	100% Response to internal audit RFIs and resolving issues raised	100% Response to internal audit RFIs and resolving issues raised	Quarterly audit reports on internal audit RFIs and resolving issues raised	Director Corporate Support Services
Risk Management			Implementation of Risk Management Framework	Number of Risk Management Monitoring report compiled and submitted.	2. Method of calculation = 1. programmes will be implemented with different activities in line with the approved plan 3. Source documents = approved risk based internal audit plan, internal audit quarterly progress reports, engagement	GGPP - 8.1	Quarterly - Risk monitoring reports are issued to the risk committee chairperson or Risk Management	01 Risk Management Monitoring report compiled and submitted	Qtr. 1	1 Risk Management Monitoring report compiled and submitted by 30 June 2023	1 Risk Management Monitoring report compiled and submitted by 30 June 2023	Quarterly report on risk management and proof of submission	Director Corporate Support Services
PMS			Implementation of PMS Framework	Number of Risk Assessments conducted	2. Method of calculation = 1. programmes will be implemented with different activities as stipulated in the Business plan/policy each quarter 3. Source documents =	GGPP - 6.3	The institution is not expected to have capacity to deal with all its risk therefore, the risk assessment helps to prioritise the most critical risk and ultimately develop mitigation measures. The process for the implementation of risk assessment will be as follows, 1. Identification of objectives from the draft IDP 2. Identification of strategic and operational risks threatening the achievement of the IDP objectives 3. Rating of the risk in terms of impact and likelihood 4. Identification of the existing controls intended to minimise the risk 5. Assess the effectiveness of the existing controls 6. Identification of action plans to improve the existing controls	01 Risk Assessments conducted by 30 June 2023	Qtr. 1	1 Risk Assessments conducted by 30 June 2023	1 Risk Assessments conducted by 30 June 2023	Proof of submission	Director Corporate Support Services
			Improved Service Delivery	Number of Quarterly Performance Reviews conducted	2. Method of calculation = 1. programmes will be implemented with different activities as stipulated in the Business plan/policy each quarter 3. Source documents =	GGPP - 7.1.1	Quarterly - performance reviews are done in order to ensure that early warnings of underperformance are deleted and that measures are put in place where such underperformance is recorded. This review are conducted per department by way of submission of a report and evidence that supports the report.	01 Quarterly Performance Reviews conducted by 30 June 2023	Qtr. 1	1 Quarterly Performance Reviews conducted in line with the PMS Framework	1 Quarterly Performance Reviews conducted in line with the PMS Framework	Performance review reports	Director Corporate Support Services
			SDBIP	Number of SDBIP developed and submitted	The municipality develops a Service Delivery and Budget Implementation Plan (SDBIP) on an annual basis, which is to give effect to the Integrated Development Plan (IDP) and also budget of the municipality. This document must be signed by the Mayor 28 days after the approval of the IDP and Budget. It provides the basis for measuring performance in the delivery of services, after which month of the financial year the municipality must assess and review the SDBIP and submit	GGPP - 7.1.2	2 SDBIP developed and submitted by 30 June 2023	Qtr. 1	N/A	N/A	N/A	Proof of submission	Director Corporate Support Services




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APPROVED BY : S. MASHIXI / MUNICIPAL MANAGER

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