



**CHRIS HANI**  
**DISTRICT MUNICIPALITY**  
SUSTAINING GROWTH  
THROUGH OUR PEOPLE

# **ANNUAL PERFORMANCE AGREEMENT**

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**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: 2020 - 2021**

**Commencement Period: 1 July 2020- 30 June 2020**

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## **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 1<sup>st</sup> 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 Executive Mayor – means the Executive Mayor who is the representative of the Council of the Chris Hani District Municipality and the executive leader of the CHDM in terms of Section 32, 54 and 56 of the Local Government: Municipal Structures Act 117 of 1998.
  - 1.5.4. "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.
  - 1.5.5. "the Municipal Manager" – means the Municipal Manager appointed in terms of Section 82 of the Local Government: Municipal Structures Act, No. 117 of 1998.

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1.5.6. "the Municipality" – means the CHRIS HANI DISTRICT MUNICIPALITY.

1.5.7. "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 and 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 2020** 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 ;

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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 31<sup>st</sup> 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.

4.1.3. The Core Management Competencies [**Annexure B**] reflected herein set out those management skills regarded as critical to the position held by the Director.

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

4.3. 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.

4.4. 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.

4.5. 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 (KPA's) as fully described in

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**Annexure A** and his/her Core Management Competencies (CMCs) described in Annexure B 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	5%
KPA 3	Local Economic Development	5%
KPA 4	Financial Management and Viability	5%
KPA 5	Good Governance and Public Participation	10%
<b>TOTAL</b>		<b>100%</b>

6.3. The weightings agreed to in respect of the CMC's considered most critical for the Directors positions and further defined in Annexure B as set out in the table below:

LEADING COMPETENCIES				
	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	5%
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	10%
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%

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<b>CORE COMPETENCIES</b>				
<b>NO.</b>	<b>COMPETENCY AREA</b>	<b>DEFINITION</b>	<b>ACHIEVEMENT LEVEL</b>	<b>WEIGHT</b>
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	5%
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	15%
<b>TOTAL</b>				<b>100%</b>

6.4 The assessment of the performance of the Director shall be based on the following rating scales for KPA's and CMC's.

<b>RATING SCALES</b>		
<b>LEVEL</b>	<b>TERMONOLOGY</b>	<b>DESCRIPTION</b>
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

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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. 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.

8.6. 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.

8.7. 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.

8.8. 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.

8.9. 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.

8.10.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:

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

8.10.2. 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.

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## **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.

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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.

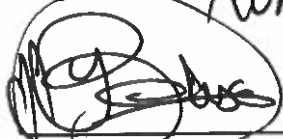
12.1 In the event that the Director is dissatisfied with the outcome of the evaluation, must be mediated by a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4) (e) within 30 days of receipt of a formal dispute from the 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 46.

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 Komani on this 1st day of July 2020



**Director: Corporate Services  
Chris Hani District Municipality**

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As witness:

(1) Asawelo Mkhafu  
Full Name and Surname

[Signature]  
Signature

(2) Amanda Mkhelani  
Full Name and Surname

[Signature]  
Signature

Signed at Komani on this 1<sup>st</sup> day of July 2020

[Signature]  
Municipal Manager  
Chris Hani District Municipality

As witness:

(1) Ipelegi Tlhalako  
Full Name and Surname

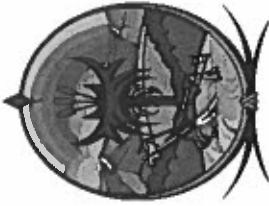
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(2) Busckwe Nonyela  
Full Name and Surname

[Signature]  
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**ANNEXURE B:  
PERFORMANCE AGREEMENT FOR MS. Y. DAKUSE**



**CHRIS HANI**  
DISTRICT MUNICIPALITY  
SUSTAINING GROWTH  
THROUGH OUR PEOPLE

**PERSONAL DEVELOPMENT PLAN OF: Ms Y. Dakuse**      **2020/21 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
Monitoring and Evaluation for Governance	Results based mngt systems and improved decision making	Monitoring and Evaluation for Governance	Contact and on line session	4 months	Improve management systems and governance in CS	Municipal Manager.
Public Admin: Organizational Transformation & Labour Relations	New trends in the field of IHRM and legislative imperatives	Seminar / Conference	Contact and online session	Annually	Contemporary developments in Public Administration	Municipal Manager

**COMPILED BY**

  
Y.B. DAKUSE

**DIRECTOR CORPORATE SERVICES**

**ACCEPTED BY**



**G. MASHIYI  
MUNICIPAL MANAGER**

**NSRF STRATEGIC OBJECTIVE 1: To Establish and Maintain a Skilled Labour Force Guided by Policies to Function Optimally towards the Delivery of Services to Communities**

Weight: 7%

Priority Area	Measurable Objectives	\$ YR Outcome	Strategy	KPI	Indicator Descriptions	Indicator Code	Programme Budget Allocation	Baseline	SOBIP Annual Target	Planned Quarterly Targets	Evidence	Custodian	
										Qtr 1	Qtr 2	Qtr 3	Qtr 4
Integrated Human Resources Management	To Attract, Retain and Build a productive workforce	Increased productivity and improved service delivery	Implementation of Integrated Human Resources Management Programs	Number of Integrated Human Resource Management programmes implemented	Integrated Human Resource Management programmes – seeks to improve organization performance and developing a culture that fosters innovation to help the organization to achieve its performance. These programs will be implemented through the following programmes: 1. Skills Development 2. Labour Relations 3. Human resources Management.	MTOD - 1	\$ 689 100,00	09 Integrated Human Resource Management Programmes implemented	03 Integrated Human Resource Management Programmes implemented by 30 June 2021	03 Integrated Human Resource Management Programmes implemented	03 Integrated Human Resource Management Programmes reports	Director, Corporate Services	
				Number of Skills Development Programmes implemented	Skills Development Programmes focus on identifying skills gaps, and developing or sharpening of those skills. This programme will be implemented through the Work Place 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: 1. Approved WSP submitted to LGSETA 2. Implementation of training programmes on approved WSP and in line with the policy. 3. etc 2. 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	MTOD-1.1	1 789 448,00		1 Skills Development Programme implemented by 30 June 2021	2 Work Skills Plan activities (training) implemented 3 Work Skills Plan activities (Trainee g) implemented 2 Work Skills Plan activities (Trainee g) implemented	2 Work Skills Plan activities (training) implemented 3 Work Skills Plan activities (Trainee g) implemented 2 Work Skills Plan activities (Trainee g) implemented	Attendance Register and Training Report	
				Number of Labour Relations Programme implemented	Labour Relations is enticed with harmonising working relations between the employer and employees. To achieve this target Labour Relations project will be conducted through capacity building and awareness campaigns that 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 sitting of forum are conducted on the quarterly base. The process for the implementation of Labour Relations Programme will be as follows: 1. Convene Local Labour Forum 2. Capacitation of Managers and Supervisors 3. etc 2. Method of calculation = 1 programme will be implemented with different activities as stipulated in the Business plan/proposal each quarter 3. Source documents = LRA, BCEA, SALGBC Main Collective Agreement	MTOD - 1.2	100 000,00		1 Labour Relations Programme implemented by 30 June 2021	1 Labour Relations Programme conducted [Awareness on impact of COVID-19 in the workplace] 1 Labour Relations Programme conducted [Conduct for Municipal Employees]	1 Labour Relations Programme conducted [Initiating and Chaining Disciplinary hearings] 1 Labour Relations Programme conducted [Awareness on Code of Conduct for Municipal Employees]	1 Labour Relations Programme conducted [Managing Conflict in the workplace] 1 Labour Relations Programme report	

1 Labour Relations Forum conducted by 30 June 2021	1 Labour Relations Forum conducted	1 Labour Relations Forum conducted	1 Labour Relations Forum conducted	1 Labour Relations Forum conducted	Attendance register; Programme outline, Programme report	Director: Corporate Services
01 Human Resource Management programmes implemented by 30 June 2021	01 Human Resource Management programmes implemented	01 Human Resource Management programmes implemented	01 Human Resource Management programmes implemented	01 Human Resource Management programmes implemented	Human Resource Management reports	Director: Corporate Services
01 Reviewed Staff Establishment approved by Council by 30 June 2021	Conduct assessment of satellite office	Consultation with Directorates	Consultation with organized labour on staff establishment	Approval of the staff establishment by Council	Assessment Report, Consultation Report, Approved Staff Establishment	Director: Corporate Services
20 Vacant funded positions filled and employment equity plan implemented by 30 June 2021	05 vacant funded positions filled and implementation of EEP on 3 highest levels	05 vacant funded positions filled and implementation of EEP on 3 highest levels	05 vacant funded positions filled and implementation of EEP on 3 highest levels	05 vacant funded positions filled and implementation of EEP on 3 highest levels	Q1 - Q4 Adverts Appointment letter, Recruitment Report, EEP, Q1-1 Staff Establishment and Council Resolution.	Director: Corporate Services

Labour Relations is entrusted with harmonising working relations between the employer and employees. To achieve this target, two projects will be conceived and implemented in line with relevant prescripts. 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 that 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. There will be one [1] Labour Relations project implemented per quarter as follows: 1. Labour Relations Project in Q1 (Awareness on impact of COVID-19 - Employee rights and responsibility during COVID-19 dispensation) 2. Labour Relations Project in Q2 (Code of Conduct for Municipal Employees) 3. Labour Relations Project in Q3 (Initiating and Chairing Disciplinary Hearings) 4. Labour Relations Project in Q4 (Conflict Management in the Workplace) 2. Method of calculation = 1 programme will be implemented with different activities as stipulated in the Business plan/proposal each quarter	MTOD-1.2.1	1 759 449,00
Number of Human Resource Management programmes implemented	MTOD-1.3	100 000,00
Number of Reviewed Staff Establishment approved by Council	MTOD1.3.1	875 950,00

Number of vacant funded positions filled and employment Equity plan implemented	MTOD-1.3.2	
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Integrated Health, Wellness and Safety programmes	Number of departmental engagement held on review of job descriptions and development of new job descriptions	Job Descriptions writing is informed by new and existing Job Descriptions (JD's) that are in the approved staff establishment. It is the municipality's responsibility to write and review job descriptions for all posts that are in the staff establishment. The process for the finalising of Descriptions review and writing will be as follows: 1. Engagements with Directorate for outlining the process for review and writing of JD's 2. Provide JD's to Directorates to determine the number of JD's to be reviewed or written 3. OD and JE unit will then review submitted drafts and send comments back to Directorates. 4. Directorates will consider the comments from OD and JE unit and resubmit. 5. The final draft JD will then be signed by the Directorate. 6. The signed JD's will be submitted for grading by OD and JE unit to the District Job Evaluation Committee. 2. Method of calculation = Sum =number of departmental engagement held. 3. Source documents = Approved Structure, New Position, Reports and Miscellaneous register.	OPEX	1 departmental engagement held	2 departmental engagement held	3 departmental engagement held	4 departmental engagement held	5 departmental engagement held	6 departmental engagement held	Director: Corporate Services
	Number of Provisional Outcomes Report submitted to Provincial Audit Committee	Provisional Outcomes reports are reports of all evaluated job descriptions submitted by Chris Hani District Municipality and all local municipalities to the Provincial Audit Committee. It is compiled after each evaluation session and submitted to the Provincial Audit Committee which has a responsibility to audit these provisional outcomes. The process for grading of JD's by the District Job Evaluation Committee will be as follows: 1. Submission of signed JD's to District Job Evaluation Committee 2. The District Job Evaluation Committee will then evaluate the submitted JD's and give comments where necessary. The committee will then compile the Provisional Outcomes report (POR) on the evaluated JD's 3. District Job Evaluation Committee will submit the Provisional Outcomes report to the Provincial Audit Committee for auditing. 4. Provincial Audit Committee will audit the POR and compile a Final Outcomes report. 5. The Provincial Audit Committee will send the Final Audited Outcomes report to municipality for implementation 2. Method of calculation = Sum =1 POR will be submitted to the Provincial Audit Committee each quarter, 1x4 =Total for the year = 4 Reports 3. Source documents = 1 signed JD's, Provisional Outcomes report, Proof of submission to Provincial Audit Committee, Final Audited Outcomes report	OPEX	1 POR submitted to Provincial Audit Committee	1 POR submitted to Provincial Audit Committee	1 POR submitted to Provincial Audit Committee	1 POR submitted to Provincial Audit Committee	1 POR submitted to Provincial Audit Committee	1 POR submitted to Provincial Audit Committee	Director: Corporate Services
	Number of Middle Managers Individual Performance Assessment reports completed and submitted	Individual Performance Management empowers employees to use their skills and knowledge to perform their jobs in a productive manner. These assessments will start with the compilation and completion of the performance Accountability Agreement and the quarterly assessments to be conducted by HOD's for Middle Management	OPEX	Middle Managers Individual Performance Assessment reports completed and submitted	Middle Managers Individual Performance Assessment reports completed and submitted	Middle Managers Individual Performance Assessment reports completed and submitted	Middle Managers Individual Performance Assessment reports completed and submitted	Middle Managers Individual Performance Assessment reports completed and submitted	Middle Managers Individual Performance Assessment reports completed and submitted	Director: Strategic Management Services
	Number of Integrated Health, Wellness Mainstreaming and Occupational Health and Safety Programmes implemented	Integration of Health, Wellness Mainstreaming and Safety Programmes that educates about wellness, health and safety of employees, councillors, traditional leaders, managers and their families informed and guided by OHS and wellness strategy. Implementation will be done through educational programmes individually and in groups.	2 240 511,00	04 Integrated Health, Wellness Mainstreaming and Occupational Health and Safety programmes implemented by 30 June 2021	03 Integrated Health, Wellness Mainstreaming and Occupational Health and Safety programmes implemented by 30 June 2021	03 Integrated Health, Wellness Mainstreaming and Occupational Health and Safety programmes implemented by 30 June 2021	03 Integrated Health, Wellness Mainstreaming and Occupational Health and Safety programmes implemented by 30 June 2021	03 Integrated Health, Wellness Mainstreaming and Occupational Health and Safety programmes implemented by 30 June 2021	01 Change management activity implemented by 30 June 2021	Director: Corporate Services
	Number of Wellness Mainstreaming programmes implemented	Wellness Mainstreaming is aimed at transforming the organisational culture and creating a conducive work environment inclusive of women, youth and people with disabilities and other vulnerable groups based on the outcomes of the employee satisfaction survey. The programme will be implemented by identifying groups/individuals departmentally through educational sessions. The output will be quarterly reports and attendance registers. The method of calculation is 1x4=4	370 255,00	01 Change management activity implemented by 30 June 2021	01 Change management activity implemented by 30 June 2021	01 Change management activity implemented by 30 June 2021	01 Change management activity implemented by 30 June 2021	01 Change management activity implemented by 30 June 2021	01 Change management activity implemented by 30 June 2021	Director: Corporate Services



<p>Personal Protective Equipment and Hygiene consumables are provided to employees in terms of Section 2(2) of General Safety Regulations. PPE and hygiene consumable are provided to the employees by the employer as one of the control measures taken by the employer to mitigate against the risk of exposure to hazards in the workplace environment. The process for providing Satellite Offices with Personal Protective Clothing and hygiene consumables will be as follows:</p> <ol style="list-style-type: none"> <li>1. PPE (overalls &amp; tweezers jackets) and hygiene consumables distribution programmes will be conducted for water services employees at 5 satellite workplaces in the LMs (Enoch Mgijima - Komsa, Whittlesa, Molleeno &amp; Sierkszroom, Engobo, Subshizwe, Enzabalehi &amp; Insika Yethu) in Q1.</li> <li>2. In Q2, PPE (weiders, gloves &amp; gumboots) and hygiene consumables distribution programme will be conducted for water services employees in need of this PPE at Engobo &amp; Insika Yethu satellite workplaces.</li> <li>3. In Q3, PPE (weiders, gloves &amp; gumboots) and hygiene consumables distribution programme will be conducted for water services employees in need of this PPE at Subshizwe &amp; Enzabalehi satellite workplaces. Method of calculation</li> <li>4. In Q4, PPE (weiders, gloves &amp; gumboots) and hygiene consumables distribution programme will be conducted for water services employees in need of this PPE at ruuba Yeshimba &amp; Enoch Mgijima satellite workplaces.</li> </ol> <p>3. Source documents = Lists from all satellite workplaces of employees, nature of job performed, type of PPE required sizes.</p>	<p>Number of Satellite Offices provided with Personal Protective Clothing and hygiene consumables</p>	<p>MTOD 2.3.3</p>	<p>Facilitation of SCM procurement process</p>	<p>PPE (overalls and tweezers jackets) and hygiene consumables distribution programmes will be conducted for water services employees in 5 satellite workplaces (Enoch Mgijima, Engobo, Subshizwe, Enzabalehi &amp; Insika Yethu)</p>	<p>2 PPE (weiders, gloves and gumboots) and hygiene consumables distribution programmes implemented at Engobo and Insika Yethu satellite workplaces for designated employees.</p>	<p>2 PPE (weiders, gloves and gumboots) and hygiene consumables distribution programmes implemented at Subshizwe and Enoch Mgijima satellite workplaces for designated employees.</p>	<p>2 PPE (weiders, gloves and gumboots) and hygiene consumables distribution programmes implemented at Enzabalehi and Enoch Mgijima satellite workplaces for designated employees.</p>	<p>Signed distribution register and reports</p>	<p>Director, Corporate Services</p>
<p>Number of Occupational Health and Safety plan developed and implemented in relation to Covid 19</p>	<p>MTOD 2.3.4</p>	<p>A service provider will be sourced through supply chain management processes to develop a health and safety plan and provide services district wide which are required to respond to COVID 19 in CHDM workplaces. Health and safety management plan will guide services which will be provided by the appointed service provider in response to COVID 19 which includes amongst others rapid responses to district workstations when there are employees who test COVID 19 positive, COVID 19 educational material and signage, tool pressed sanitizers and any other required equipment and services. Process to be followed to develop Health and Safety plan and implementation thereof:</p> <ol style="list-style-type: none"> <li>1. Terms of Reference for Health and Safety plan, and implementation tender in relation to COVID 19 will be developed and submitted to Bid Specification Committee for approval and advertising in O1.</li> <li>2. A service provider will be appointed to develop the plan and provide services required in response to COVID 19 in Q2.</li> <li>3. Appointed service provider will provide services to CHDM workplaces district wide in response to COVID 19 in Q3, Q4.</li> </ol> <p>Municipal vehicles managed will focus on acquisition of municipal vehicles and maintenance, daily repairs, fitting, servicing and licensing of existing municipal vehicles as per manufacturers specification and on request by user.</p>	<p>1 Occupational Health and Safety plan developed and implemented in relation to Covid 19 by 30 June 2021</p>	<p>Appointment of service provider</p>	<p>Implementation of the Occupational Health and Safety plan developed and implemented in relation to Covid 19</p>	<p>Implementation of the Occupational Health and Safety plan developed and implemented in relation to Covid 19</p>	<p>Q1 = Terms of reference Q2 = Appointment Letter Q3 &amp; Q4 = OHS Report on implementation</p>	<p>Director, Corporate Services</p>	
<p>Number of Municipal vehicles managed</p>	<p>MTOD - 3</p>	<p>Municipal vehicles managed will focus on acquisition of municipal vehicles and maintenance, daily repairs, fitting, servicing and licensing of existing municipal vehicles as per manufacturers specification and on request by user.</p>	<p>190 Municipal Vehicles Managed by 30 June 2021</p>	<p>100% Municipal vehicles serviced as per dealer specification and on request by user</p>	<p>100% Municipal vehicles serviced as per dealer specification and on request by user</p>	<p>100% Municipal vehicles maintained as per dealer specification and on request by user</p>	<p>100% Municipal vehicles maintained as per dealer specification and on request by user</p>	<p>5 778 493,00</p>	<p>Director, Corporate Services</p>
<p>To ensure effective Management of Municipal assets.</p>	<p>Implementation of Fleet Management Policy</p>	<p>Municipal vehicles Maintenance will focus on services, repairs, fitting of accessories and licensing of vehicles. The process focuses on ensuring that all vehicles are roadworthy at all times on the following process: DAILY REPAIRS, FITMENT &amp; SERVICE</p> <ol style="list-style-type: none"> <li>1. The user reports the faults and damages on vehicles for repairing.</li> <li>2. Log a maintenance call to the Service Provider stating vehicle details, faults ( Annual Service), acquire reference number and name of the merchant.</li> <li>3. SP forwards the Clearance for approval, clearance get signed and SP provides Authorisation letter.</li> <li>4. Once vehicle is done, the office signed the repair invoice.</li> <li>5. The vehicle is released from the repairs.</li> </ol> <p>LICENSING: this can be done Annually or based on kilometers travelled or which ever comes first. Licence renewal are done monthly depending if there are any</p> <ol style="list-style-type: none"> <li>1. The users reports vehicle licences that has expired or expiring or Traffic department provide with the list of due registration monthly.</li> <li>2. The office compiles memo with the list of all vehicles and total cost for payment.</li> <li>3. Arrange Certificate of Fitness (COF) first for Trucks before the new licence can be issued.</li> <li>4. Once the money has been received, we go to traffic department for vehicle renewals.</li> <li>5. Drivers come to collect the new disc.</li> </ol> <p>2. Method of calculation = Total no of Maintained vehicles * Service * Licensing per quarter / (Total Actual Maintained vehicles * Service * Licensing done) X 100 = 100%</p>	<p>190 Municipal Vehicles Managed by 30 June 2021</p>	<p>100% Municipal vehicles serviced as per dealer specification and on request by user</p>	<p>100% Municipal vehicles serviced as per dealer specification and on request by user</p>	<p>100% Municipal vehicles maintained as per dealer specification and on request by user</p>	<p>100% Municipal vehicles maintained as per dealer specification and on request by user</p>	<p>5 778 493,00</p>	<p>Director, Corporate Services</p>

Asset Management	To ensure effective Management of Municipal assets.	Sustainable delivery of services	Development and Implementation of Security Management Plan	Number of Municipal Vehicles acquired	Municipal vehicles will focus on acquisition of municipal vehicles. CHDM is participating on National Treasury Transversal Contract RT57 for procurement of vehicles, this means that Fleet do not follow the SCM internal processes. The process for acquiring Municipal vehicles will be as follows: 1. The office draft template vehicle as per the type of vehicle needed. 2. Requesting of quotation by sending specification to the RT57 list of manufacturers as per the ranking and Conditions of contracts. 3. Once quotation has been received, office complete memo request to purchase to Procurement Manager. 4. PM checks the quotations and document for compliance by the manufacturer. 5. the document is then submitted to Director CIS, CFO & MM for approval. 6. Document is submitted to SCM for further processing and issuing of order. 7. The manufacturer delivers the vehicles, signs delivery note. 8. The manufacturer submits invoices for payment processing. 2. Method of calculation = Number of vehicles acquired per quarter = Total number of vehicle (order + delivery note) 3. Source documents = Invoices, Vehicle order, Delivery note	MTOD - 3.2	27 000 000,00	None	2 Municipal Vehicles acquired by 30 June 2021	N/A	Acquisition of 2 Municipal vehicles	N/A	Orders, Invoices and Delivery Notes	Director, Corporate Services
Information and Communication Technology	Development and Implementation of Security Management Plan	Number of Cluster Security Management Plans developed and implemented	The focus of the Security Management Plan is to ensure that assets are safe guarding in accordance with plans in four cluster sites. The plans will be developed after Security Risk Assessments have been developed (our Security Management service provider. Cluster approach	Number of Cluster Security Management Plans developed and implemented by 30 June 2021	MTOD - 6	27 000 000,00	None	04 Cluster Security Management Plans developed and implemented by 30 June 2021	N/A	Facilitate SCM procurement process	Appointment of Service Provider and Security Risk Assessments conducted	Development of security management plan	Director, Corporate Services	
Information and Communication Technology	Implementation of ICT work study report on business integration technology enablement	Number of ICT Programmes implemented	To identify, provide, support and maintain, business systems and solutions and IT infrastructure and to provide sound governance on management of ICT. The process for the implementation of the ICT Programmes will be as follows: 1. Establishment of ICT e-government cloud infrastructure 2. Implementation of information security management 3. Establishment of Disaster Recovery Site.	Number of ICT programmes implemented by 30 June 2021	MTOD - 7	800 000,00	ICT work study report replace	01 ICT programmes implemented by 30 June 2021	01 ICT programmes implemented by 30 June 2021	01 ICT programmes implemented by 30 June 2021	01 ICT programmes implemented by 30 June 2021	01 ICT programmes implemented by 30 June 2021	Director, Corporate Services	
Information and Communication Technology	Number of e-government project implemented	Number of e-government project implemented	E-Government is the use of ICT to improve the activities of the municipality it also includes G2C (Government to Government) , G2B (Government to Business) and G2C ( Government to Citizens). The process will entail implementation of sharepoint portal (implementing G2G) for Content management, Business intelligence and Workflows. The share point process will be implemented as follows 1. Sharepoint (a) Create sharepoint cloud server and tenant (b) Install sharepoint on the cloud server (c) Create departments (d) Upload departmental content 2. Training will be provided to a department in phases once content uploading of such department has been concluded. 2. Method of calculation = Sum = 1 programme will be implemented with different activities each quarter 3. Source documents =	01 e-government project implemented by 30 June 2021	MTOD - 7.1		4 ICT programmes implemented	01 e-government project implemented by 30 June 2021	NA	Establishment of e-government cloud infrastructure	Implementation of content management (Phase 1) & user training	Implementation of content management report Q3 = Attendance register + report Q4 = Training + Outline	Director, Corporate Services	

Administration	To ensure effective administration support and legal services	Effective support to Council and Administration	Implementation of Administration support and Litigation Management Strategy	Number of Administration Support and Legal Services Programmes implemented	Number of Disaster Recovery Plan implemented	Number of ICT Security Management Programmes implemented	An information security management system is a set of policies and procedures for systematically managing an organization's sensitive data. In ensuring the protection of organisational information, a firewall needs to be put in place / updated to mitigate security risks. A firewall is a network security system (gatekeeper) that monitors and controls incoming and outgoing network traffic based on predetermined security rules. The goal for installation of firewall is to minimize risk by blocking unauthorised access and ensure business continuity by pro-actively limiting the impact of a security breach. 1. Monitor implementation of a firewall 2. Assess current physical host server resources and determine if they can have capacity to host new virtual servers 3. Develop terms of reference and facilitate supply chain processes 4. Monitor implementation of the project and sign off project closeout report  2. Method of calculation = Sum =1 programme will be implemented with different activities as stipulated in the Business plan/proposal each quarter 3. Source documents =	MTOD - 7.2	MTOD - 7.3	MTOD - 8	MTOD - 8.1	43,455.00		1 Administrative support programme implemented by 30 June 2021	1 Administrative support programmes implemented (Council Committees)	1 Administrative support programmes implemented (Council Committees)	1 Administrative support programmes implemented (Council Committees)	External DNS records updated	Windows Virtual Servers and exchange server upgraded	Firewall installed	1 ICT Security Management Programmes implemented by 30 June 2021	1 Disaster Recovery Plan implemented by 30 June 2021	1 Disaster Recovery Plan implemented by 30 June 2021	1 Administrative Support and 01 Legal Services Programmes implemented by 30 June 2021	01 Administration Support and 01 Legal Services Programmes	01 Administration Support and 01 Legal Services Programmes	01 Administration Support and 01 Legal Services Programmes	01 Administration Support and 01 Legal Services Programmes	01 Administration Support and 01 Legal Services Programmes	01 Administration Support and 01 Legal Services Programmes	01 Administration Support and 01 Legal Services Programmes	01 Administration Support and 01 Legal Services Programmes	01 Administration Support and 01 Legal Services Programmes	01 Administration Support and 01 Legal Services Programmes	01 Administration Support and 01 Legal Services Programmes	01 Administration Support and 01 Legal Services Programmes	01 Administration Support and 01 Legal Services Programmes	01 Administration Support and 01 Legal Services Programmes	01 Administration Support and 01 Legal Services Programmes	01 Administration Support and 01 Legal Services Programmes	01 Administration Support and 01 Legal Services Programmes	01 Administration Support and 01 Legal Services Programmes	01 Administration Support and 01 Legal Services Programmes	01 Administration Support and 01 Legal Services Programmes	01 Administration Support and 01 Legal Services Programmes	01 Administration Support and 01 Legal Services Programmes	01 Administration Support and 01 Legal Services Programmes
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12 (3/4) Secretariat Administration support projects implemented by 30 June 2021	02 Record Management projects implemented by 30 June 2021	3 Secretariat Administrative support projects implemented (Council Committees)	3 Secretariat Administrative support projects implemented (Council Committees)	3 Secretariat Administrative support projects implemented (Council Committees)	3 Secretariat Administrative support projects implemented (Council Committees)	Quarterly Reports: Attendance registers, Agendas	Director: Corporate Services
02 Record Management projects implemented by 30 June 2021	02 Record Management projects implemented (1) File Plan Awareness campaigns conducted (2) 1 Records Disposal reports compiled and submitted (Identifying and Listing of Records for Disposal process)	2 Record Management projects implemented (1) File Plan Awareness campaigns conducted (2) 1 Records Disposal reports compiled and submitted (Identifying and Listing of Records for Disposal process)	2 Record Management projects implemented (1) File Plan Awareness campaigns conducted (2) 1 Records Disposal reports compiled and submitted (Identifying and Listing of Records for Disposal process)	2 Record Management projects implemented (1) File Plan Awareness campaigns conducted (2) 1 Records Disposal reports compiled and submitted (Identifying and Listing of Records for Disposal process)	2 Record Management projects implemented (1) File Plan Awareness campaigns conducted (2) 1 Records Disposal reports compiled and submitted (Identifying and Listing of Records for Disposal process)	1. File Plan Awareness campaigns = Quarterly Reports Attendance registers 2. Records Disposal report compiled and submitted = Q18Q3= Records Disposal Reports: Listing of Records for Disposal process	Director: Corporate Services
06 File Plan Awareness campaigns conducted by 30 June 2021	01 File Plan Awareness campaigns conducted	1 File Plan Awareness campaigns conducted	1 File Plan Awareness campaigns conducted	1 File Plan Awareness campaigns conducted	1 File Plan Awareness campaigns conducted	Quarterly Reports: Attendance registers	Director: Corporate Services
04 Records Disposal reports compiled and submitted by 30 June 2021	1 Records Disposal reports compiled and submitted (Identifying and Listing of Records for Disposal process)	1 Records Disposal reports compiled and submitted (Identifying and Listing of Records for Disposal process)	1 Records Disposal reports compiled and submitted (Identifying and Listing of Records for Disposal process)	1 Records Disposal reports compiled and submitted (Identifying and Listing of Records for Disposal process)	1 Records Disposal reports compiled and submitted (Identifying and Listing of Records for Disposal process)	Q18Q3= Records: Listing of Records for Disposal C28,Q4=Records for Disposal Reports	Director: Corporate Services
03 Legal Services Projects implemented	02 Legal Services Projects implemented (1) Litigation Awareness 2. Response to requests for access to information received by the Municipality. 3. Response to all New Litigation Cases against the Municipality) by 30 June 2021	02 Legal Services Projects implemented (1) Litigation Awareness 2. Response to requests for access to information received by the Municipality. 3. Response to all New Litigation Cases against the Municipality)	02 Legal Services Projects implemented (1) Litigation Awareness 2. Response to requests for access to information received by the Municipality. 3. Response to all New Litigation Cases against the Municipality)	02 Legal Services Projects implemented (1) Litigation Awareness 2. Response to requests for access to information received by the Municipality. 3. Response to all New Litigation Cases against the Municipality)	02 Legal Services Projects implemented (1) Litigation Awareness 2. Response to requests for access to information received by the Municipality. 3. Response to all New Litigation Cases against the Municipality)	03 Legal Services Report	Director: Corporate Services

Number of Secretariat Administration support projects implemented	Administration support projects focus on providing support to council, mayoral committee and Standing committees.	MTOD - 8.1.1		
Number of Record Management projects implemented	Record Management projects focuses on the implementation of the policies 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 - 8.1.2	OPEX	
Number of File Plan Awareness campaigns concluded	The File Plan Awareness campaigns will focus on ensuring that all directorates file documents in accordance with the approved File plan. These campaigns will be conducted on quarterly bases to different department.	MTOD - 8.1.2.1	OPEX	
Number of Records Disposal reports compiled and submitted	Records Disposal entails identification of records for the purpose of transfer either to Provincial Archives or Destruction of Ephemeral records. A report will be compiled which will show which document were disposed, when were they disposed and in terms of which disposal authority. This reports will be conducted on a quarterly base.	MTOD - 8.1.2.2	OPEX	
Number of Legal Services Projects implemented	Legal Services Programmes will be conducted through the implementation of Litigation Management Strategy, which seeks to manage litigation risks of the Municipality. The Litigation Management Strategy has 4 (four) pillars: a) Proactive Legal Support Services; b) Stakeholder Consultation; c) Litigation Risk Mitigation; and d) Capacity Building. Inbuilt to the above pillars are the projects that are geared to ensure that the Municipality does not only respond to litigation when it is encountered, but also proactively deal with matters that might give rise to litigation. Litigation Management Projects entails the implementation of three activities namely: a) Litigation awareness activities; b) Response to all requests for access to information received; and c) Response to all New Litigation Cases received by the Municipality ( by way of either defending/ opposing or settling out of Court).	MTOD - 8.2	R465 699	

<p>Number of Litigation Awareness conducted</p>	<p>MTOD - 8.2.1</p> <p>A trend analysis of the litigation within the Municipality reveal that tender reviews, contract management and delictual damages cases flowing from water provisioning and also municipal vehicle accidents continue to be the main litigation drivers. In addition, the risk of non-compliance with the provisions of the Promotion of Access to Information Act (PAIA) and the Promotion of Administrative Justice Act (PAJA) needs to be averted, and thus there is a need to mainstream the principles enshrined on these pieces of legislation so that they are part of the administration's decision making.</p> <p>Awareness campaigns are designed to capacitate Municipality's functionaries pro-active litigation management topics such as decision making that complies with Promotion of Administrative Justice Act (PAJA), transparency as it relates to right of protection of personal information and access to information, legislative drafting and principles of drafting of contracts. Workshops are organised on a quarterly basis with Management of the Municipality to deal with the above-mentioned topics. Participants are invited to the workshops, and upon attendance are expected to sign attendance registers. There are three workshops planned for the financial year starting from the second quarter onwards, and these are geared to create awareness to management that if they do not comply with legal prescripts the Municipality shall be exposed to the risk of litigation.</p> <p>2. Method of calculation =</p> <p>3. Output =</p>	<p>OPEX</p>
<p>% Response to requests for access to information received by the Municipality</p>	<p>MTOD - 8.2.2</p> <p>The Chris Hani District Municipality regularly receives requests for access to information in terms of the Promotion of Access to Information Act (PAIA). The process is as follows:</p> <p>a) Any person/ entity who is either affected by an administrative decision or has interest in the business of the Municipality has a right to request information from the Municipality;</p> <p>b) All Requests for access to information have to be addressed to the Office of the Municipal Manager, in terms of the legislation, must be made with a prescribed Form A;</p> <p>c) Upon receipt of the request, the Office of the Municipal Manager considers the request and thereafter instruct the Legal Services Unit to advise the Municipal Manager and co-ordinate the process of responding to the request for access to information;</p> <p>d) The legislation (PAIA) requires that the Municipality through the Information Officer (Municipal Manager) to respond to each and every request for access to information received within a period of 30 (thirty) days;</p> <p>e) If the request is not contained in the prescribed Form A, as required by legislation, the Information Officer must refer the request to Legal Services Unit for recording on the PAIA Requests Register for the purposes of tracking the progress of the request. However, the request shall only be processed as soon as it has been received on the prescribed Form A. Therefore the Information Officer is required to inform the requester in writing that they are required in terms of law to submit a request for access to information in the prescribed form;</p>	<p>R455 689</p>

<p>3 Litigation Awareness conducted by 30 June 2021</p>	<p>N/A</p>	<p>1 Litigation Awareness conducted (PAIA Mainstreaming &amp; PAJA)</p>	<p>1 Litigation Awareness conducted (Legislative &amp; Policy Drafting)</p>	<p>1 Litigation Awareness conducted (Drafting of Contracts)</p>	<p>Reports, Attendance registers, Initiations</p> <p>Director: Corporate Services</p>
<p>100% Response to requests for access to information received by the Municipality by 30 June 2021</p>	<p>100% Response to requests for access to information received by the Municipality</p>	<p>100% Response to requests for access to information received by the Municipality</p>	<p>100% Response to requests for access to information received by the Municipality</p>	<p>100% Response to requests for access to information received by the Municipality</p>	<p>Quarterly reports, PAIA requests register, PAIA request, Response to PAIA request.</p> <p>Director: Corporate Services</p>

Priority Area	Programme Objectives	Outcome	Strategy	KPI	Indicator Description	Indicator Code	Programme Budget Allocation	Baseline	Annual Target	Planned Quarterly Targets	Evidence	Custodian	
Administration	To ensure effective administration support and legal services	Effective support to Council and Administration	Implementation of Administration support and Litigation Management Strategy	% Response to requests for access to information received by the Municipality	The Office of the Municipal Manager, by way of summons or notice of motion /application, receive a new litigation matter. In order to manage the risk of financial loss occasioned by not only legal costs, but also the attachment of municipal property, it is important that the Municipality respond in writing (either by way of correspondence or Notice of Intention to Defend or Oppose) within 20 (twenty) days of receipt to all new cases. The process is as follows: a) Any person/ entity who is either affected by an administrative decision or feels aggrieved by the Municipality either brings a legal action by way of summons or application; b) All legal notices and documents are sufficiently and effectively served to the Municipality when delivered to the Office of the Municipal Manager; c) Upon receipt of the legal notice, the Office of the Municipal Manager considers same, and thereafter instruct the Legal Services Unit to advise the Municipal Manager and co-ordinate the process of responding to such notice; d) The legislation requires that the Municipality through the Municipal Manager respond to each and every Notice received within a period of 20 (twenty) days; e) Upon receipt of a summons/ applications, the Municipal Manager refers same to the Legal Services Unit for recording in the litigation register reflecting date of receipt, the name of the aggrieved party, the case number, Court handling the matter, the brief summary of the legal action brought against the Municipality and the amount involved (if any) in the legal matter; f) The Legal Services Unit, liaise with the relevant directorate(s) within the	MTOD - 8.2.3			Response to all New Litigation Cases against the Municipality by 30 June 2021	Response to all New Litigation Cases against the Municipality (the Municipality)	Response to all New Litigation Cases against the Municipality (the Municipality)	Response to all New Litigation Cases against the Municipality (the Municipality)	Director, Corporate Services
<b>WEIGHT 5</b>													

<b>BROAD STRATEGIC OBJECTIVE 2: To ensure provision of Municipal Health, Environmental Management and Basic Services in a well-structured, efficient and integrated manner.</b>													
Priority Area	Programme Objectives	Outcome	Strategy	KPI	Indicator Description	Indicator Code	Programme Budget Allocation	Baseline	Annual Target	Planned Quarterly Targets	Evidence	Custodian	
Administration	To ensure effective administration support and legal services	Effective support to Council and Administration	Implementation of Administration support and Litigation Management Strategy	% Response to requests for access to information received by the Municipality	The Legal Services and Administration Unit has two components, which are the Legal Services and Administration. Firstly, Legal Services proactively manages the litigation risk of the Municipality by implementing the Litigation Management Strategy. The strategy aims to create awareness on issues that might pose a risk of litigation to the Municipality such as PAJA requests, decision-making (PAJA), legislative policy development (and drafting) and drafting of contracts, and also provides for ways of responding to litigation and PAMA matters as and when they arise. Secondly, the Administration component provides support not only to management but also to political offices. While the records management section is a custodian of Municipal archives and records, the Council Support Unit provides secretariat support to Council structures such as Council, Mayoral Committee and standing committees. Awareness campaigns with various directorates on file plans, records disposal and other records management controls are provided on a quarterly basis, while secretarial support is also given to Council structures by means of preparation of agendas, minutes, attendance registers and resolutions.	MTOD - 8.2.2			100% Response to requests for access to information received by the Municipality by 30 June 2021	100% Response to requests for access to information received by the Municipality	100% Response to requests for access to information received by the Municipality	100% Response to requests for access to information received by the Municipality	Director, Corporate Services
<b>WEIGHT 5%</b>													

<b>BROAD STRATEGIC OBJECTIVE 3: To ensure development and implementation of regional economic strategies and effective Spatial Planning and Land Use Management approaches as drivers for economic of scale and social cohesion.</b>													
<b>MPA-3 LOCAL ECONOMIC DEVELOPMENT</b>													
Priority Area	Programme Objectives	Outcome	Strategy	KPI	Indicator Description	Indicator Code	Programme Budget Allocation	Baseline	Annual Target	Planned Quarterly Targets	Evidence	Custodian	
MPA-3	Develop Economic Growth and Employment	Regional Economic Growth	Implementation of Policy	Number of new jobs created		LEED-3.1			Number of new jobs created by June 2021	Number of new jobs created for EPWP Phase 1	Number of new jobs created for EPWP Phase 2	Number of new jobs created for EPWP Phase 3	Director, Economic Development and Investment
<b>WEIGHT 5%</b>													

<b>MPA-4 FINANCIAL MANAGEMENT AND VIABILITY</b>													
Priority Area	Programme Objectives	Outcome	Strategy	KPI	Indicator Description	Indicator Code	Programme Budget Allocation	Baseline	Annual Target	Planned Quarterly Targets	Evidence	Custodian	
MPA-4	Ensure Financial Viability	Financial Viability	Implementation of Policy	Number of new jobs created		LEED-4.1			Number of new jobs created by June 2021	Number of new jobs created for EPWP Phase 1	Number of new jobs created for EPWP Phase 2	Number of new jobs created for EPWP Phase 3	Director, Financial Management
<b>WEIGHT 5%</b>													



Broad Objective 4: To Ensure an Efficient and Co-ordinated Financial Management that Enables CHDM to deliver its Mandate																
Budget Planning and Reporting	Ensure Sound Financial Management	Sound financial Management and compliance with legislation	Completion of Credible Budget and Financial Reports	Number of departmental budget reports contributing towards completion of institutional credible budgets	This indicator seeks to show how the department has contributed or what inputs did the department provide during the preparation of the next years budget and adjusted budget.	FMV - 1.1	N/A	100%	1 Departmental budget reports contributing towards completion of institutional credible budgets by 30 June 2021	N/A	N/A	1 Departmental budget reports contributing towards completion of institutional credible budgets	N/A	1 Departmental budget reports contributing towards completion of institutional credible budgets	Departmental budget report & Memo requesting departmental Budget inputs for next financial year and Adjusted and Departmental budget report	Director, Corporate Services
Procurement Management	Ensure sound financial management	Sound financial Management and compliance with legislation	Implementation of SCM Policy and Expenditure Framework	Number of Departmental Procurement Plans Developed and Approved	Procurement plans is required as per MFMA Circular 62 to assist municipalities with proper planning that will lead to minimization of irregular expenditure and deviations if completed with. Once the plan is developed each department is required to implement the projects as such.	FMV - 3.1	N/A	Approved Departmental Procurement Plan	1 Departmental Procurement Plans Developed and Approved by 30 June 2021	Approved Departmental Procurement Plan	N/A	1 Reports on departmental expenditure (Operational/ Capital) incurred	N/A	1 Reports on departmental expenditure (Operational/ Capital) incurred	1 Financial Systems Clarity Expenditure Reports for both Operating and Capital 2. Directors Analysts Report for the Directorate	Director, Corporate Services
EXPENDITURE MANAGEMENT	Ensure sound financial management	Sound financial Management and compliance with legislation	Implementation of MFMA Sec 65 and 66	% adherence to 5 days submission of all valid supplier invoices by the department to finance department	All municipalities should adhere to sec 65 of MFMA, which states that all invoices should pass within 30 days on receipt of correct information. In terms of sec 66 of MFMA, the Accounting officer of the municipality must report to council all expenditure. The process for adherence to 30 days payment of valid invoices by the due date will be as follows: 1. Method of calculation = 1 programme will be implemented with different activities as stipulated in the Business Plan/proposal each quarter 2. Method of calculation = 1 programme will be implemented with different activities as stipulated in the Business Plan/proposal each quarter 3. Source documents =	FMV - 4.1	OPEX	100%	100% adherence to 5 days submission of all valid supplier invoices by the department to finance department by 30 June 2021	Approved Departmental Procurement Plan	N/A	100% adherence to 5 days submission of all valid supplier invoices by the department to finance department	N/A	100% adherence to 5 days submission of all valid supplier invoices by the department to finance department	5 days monitoring report, Quarterly Credit Invoice analysts report	Director, Corporate Services
BROAD STRATEGIC OBJECTIVE 5: To create an Efficient, Effective, Accountable and Performance-oriented Administration.																
INTERNAL AUDIT																
To ensure clean administration and accountable governance	Good Governance	Development and implementation of risk based operational plan	Percentage response to internal audit RFI's and resolving issues raised	Services provide independent, objective assurance and consulting services. The risk based plan composed of the following: 1. Risk based Audits 2. Mandatory audits 3. Follow up audit 4. Adhoc audit.	GGPP - 4.1	N/A	100%	100% Response to internal audit RFI's and resolving issues raised by 30 June 2021	100% Response to internal audit RFI's and resolving issues raised	Approved Departmental Procurement Plan	N/A	100% Response to internal audit RFI's and resolving issues raised	N/A	100% Response to internal audit RFI's and resolving issues raised	Quarterly audit reports on internal audit RFI's and resolving issues raised	Director, Corporate Services
RISK MANAGEMENT	Good Governance	Implementation of risk management framework	Percentage implementation of the risk register	Risk Management is a process of identifying, assessing, prioritizing and managing risk/ threats within the institution.	GGPP - 5.1	N/A	100%	100% implementation of the risk register by 30 June 2021	25% implementation of the risk register	Approved Departmental Procurement Plan	N/A	75% implementation of the risk register	N/A	100% implementation of the risk register	Updated risk register submitted to the risk management committee	Director, Corporate Services
PMS	Good Governance	Implementation of the PMS framework	Number of quarterly performance reports submitted on time (with POE)	PMS programmes are aimed at reviewing, monitoring and improving performance systems of the municipality as per the framework.	GGPP - 6.1	N/A	100%	100% quarterly performance reports submitted on time (with POE) by 30 June 2021	1 Quarterly performance reports submitted on time (with POE)	Approved Departmental Procurement Plan	N/A	1 Quarterly performance reports submitted on time (with POE)	N/A	1 Quarterly performance reports submitted on time (with POE)	1 Quarterly performance report of the office of the Municipal Manager	Director, Corporate Services

