



**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**

**Dr. Zamuxolo Shasha**  
**the Director at the**  
**CHRIS HANI DISTRICT MUNICIPALITY**  
**("the Director")**

**for the financial year: 2020-21**

**Commencement Period: 1 July 2020- 30 June 2021**

## **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 26 April 2017.
- 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(4A), (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 for Integrated Planning and Economic development 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.

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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), (4A), (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 Annexures A, B and C, as a basis for assessing whether the Director for has met the performance expectations applicable to his 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 ;

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

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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 must 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** - definition) reflected herein set out those management skills regarded as critical to the position held by the Director.

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.

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- 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) 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	5%
KPA 2	Basic Service Delivery and Infrastructure Development	10%
KPA 3	Local Economic Development	70%
KPA 4	Financial Management and Viability	10%
KPA 5	Good Governance and Public Participation	5%
<b>TOTAL</b>		<b>100%</b>

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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 B 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	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	5%
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	5%

#### 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	15%
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	15%
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%

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TOTALS

100%

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

RATING SCALES		
LEVEL	TERMONOLOGY	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

6.6 Annexure "B" may be used as the basis for progress discussions by the municipality.

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## **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:

<b>Quarter</b>	<b>Months</b>	<b>Review Date</b>
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.

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## **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

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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.

## **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 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 Director's contract of employment with or without notice for any other breach by the Director of his 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.


12.2. 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 QUEENSTOWN on this 01 day of JULY 2020



**Director: Integrated Planning and Economic Development  
Chris Hani District Municipality**

As witness:

(1) Moboke MATASELA  
Full Name and Surname

  
Signature

(2) MAWETHU DAMJELA  
Full Name and Surname

  
Signature

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

  
Municipal Manager  
Chris Hani District Municipality

As witness:

(1) Luzisa Spampöel  
Full Name and Surname

  
Signature

(2) Ipeleng Tlhaloso  
Full Name and Surname

  
Signature

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**ANNEXURE B:  
PERFORMANCE AGREEMENT FOR DR. Z. SHASHA**



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

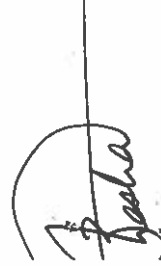

**CHRIS HANI DISTRICT MUNICIPALITY**

**PERSONAL DEVELOPMENT PLAN OF: Dr Z Shasha**

**2020/21 FINANCIAL YEAR**

**COMPILED ON 01 JULY 2020/21**

<b>1. Skills/ Performance Gap (in order of priority)</b>	<b>2. Outcomes Expected (measures indicators: quantity, quality and time frames)</b>	<b>3. Suggested Training and /or development activity</b>	<b>4. Suggested Mode of delivery</b>	<b>5. Suggested Time Frames</b>	<b>6. Work Opportunity created to practise skill / development area</b>	<b>7. Support Person</b>
<b>Refresher training on economic development post COVID 19</b>	Better understanding of the SA economic recovery post COVID 19	Specialised training on economic recovery post COVID 19	Training - Contact training.	November 2020	Able to do and implement economy recovery plan.	Municipal Manager.
<b>Prince 2 Course</b>	Leadership approach to Projects Management in a controlled environment.	Project Management specialised	Training-contact training.	February 2020	Project Management	Municipal Manager.





**CHRIS HANI**  
DISTRICT MUNICIPALITY  
SOUTH AFRICA

**CHRIS HANI DISTRICT MUNICIPALITY**  
**IPED Director Score Card**  
**2020/2021 FINANCIAL YEAR**

Priority Area	Measurable	5 YR Outcome	Strateg	KPI	Indicator Descriptions	Indicator Code	Programme Budget	Baseline	SDBIP Annual	Planned Quarterly Targets				Evidence	Custodian
										Qrt 1	Qrt 2	Qrt 3	Qrt 4		
<b>KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATION</b>															
<b>Broad Objective 1: To Establish and Maintain a Skilled Labour Force Guided by Policies to Function Optimally Towards the Delivery of Services to Communities</b>															
SECTIONAL MANAGEMENT	Increased productivity and improved service delivery	To attract, retain and build a productive workshop	Implementation of Integrated human resources management programmes	Number of Departmental trainings identified and submitted to HR as a contribution to WSP.	IHRM programmes – seeks to improve organization performance and developing a culture that foster innovation to help the organisation to achieve its performance.	MTOD - 1.1	N/A	4 IHRM programmes implemented	1 Departmental trainings identified and submitted to HR as a contribution to WSP by 30 June 2021	N/A	1 Departmental trainings identified and submitted to HR as a contribution to WSP.	N/A	N/A	Report on Departmental WSP training	Director: IPED
							N/A	None	2 Departmental reports submitted on Job Descriptions writing as per the approved staff establishment by 30 June 2021	N/A	1 Departmental reports submitted on Job Descriptions writing as per the approved staff establishment	1 Departmental reports submitted on Job Descriptions writing as per the approved staff establishment	1 Departmental reports submitted on Job Descriptions writing as per the approved staff establishment	Departmental report on Job Descriptions writing and signed job descriptions	Director: IPED
				Number of Departmental reports submitted on Job Descriptions writing as per the approved staff establishment	After the staff establishment have been approved new posts are identified which will require JDs as it is the municipality responsibility to write job description for all posts that are in the staff establishment.	MTOD-1.3.3	N/A	None	2 Departmental reports submitted on Job Descriptions writing as per the approved staff establishment by 30 June 2021	N/A	1 Departmental reports submitted on Job Descriptions writing as per the approved staff establishment	1 Departmental reports submitted on Job Descriptions writing as per the approved staff establishment	Departmental report on Job Descriptions writing and signed job descriptions	Director: IPED	

Asset Management	To ensure effective Management of Municipal assets.	Sustainable delivery of services	Implementation of Facility Management Plan	% of works done in the construction of Chris Hani Village phase 1	Number of quarterly Individual performance Assessment reports submitted on time (with POE)	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	MITOD-1.3.4.1	N/A	None	3 Quarterly Individual performance Assessment reports submitted on time (with POE) by 30 June 2021	Signed Performance Agreements by Department's Middle Management	1 Individual Performance Assessments conducted for Department's Middle Management	1 Individual Performance Assessments conducted for Department's Middle Management	Q 1 = Signed Performance Agreements, Q 2, Q 3= Individual Performance Assessments reports	Director: IPED
				Construction of CHDM Village phase 1 will be implemented through Construction Works Programme which will determine the percentage of work completed, as per the expenditure in the project. This expenditure will determine the percentage of work done in various stages and certified for completion. Construction Works Programme will include the following activities 1. Site establishment of main site for phase 1. 2. Commencement of works. 3. Continuous technical meetings 4. Continuous Progress meetings Method of calculation = Work done as per bill of quantities/ expenditure to date. Output = Progress Reports	25 000 000.00	5% of construction of Chris Hani Village phase 1 implemented	25% of works done in the construction of Chris Hani Village phase 1 by 30 June 2021	4,53% of works constructed	5,57% of works constructed	6,81% of works constructed	8,09% of works constructed	Signed Site meeting minutes; Construction programme; monthly reports	Director: IPED		

				MTOD - 5	20 370 001,00 Nil		01 Facility Management Plan developed and implemented by 30 June 2021	1. Conduct assessment for each municipal building status. 2. Facilitate refurbishment of Stereom Offices	Development of Facility Management Plan	Implementation of Facility Management Plan	Implementation of Facility Management Plan	Q.1. Assessment Report; Completion certificate, Q. 2. Facility Management Plan Q.3. & Q. 4. Quarterly Report	Director: IPED
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**KPA 2: BASIC SERVICE DELIVERY**  
**BROAD STRATEGIC OBJECTIVE 2 :To ensure provision of Municipal Health, Environmental Management and Basic Services in a well-structured, efficient and integrated manner.**  
**WEIGHTING: 10%**

HUMAN SETTLEMENTS FUNCTION	To facilitate implementation of Human Settlements programmes	Sustainable Livelihoods	Implementation of CHDM Integrated Human Settlement Sector Plan	No of Human Settlements programmes implemented	Human Settlements programmes aims at ensuring that the inhabitants within its area of jurisdiction have access to adequate Human Settlements on a progressive basis by setting Human Settlements delivery goals, identifying suitable land for Human Settlements development and planning, facilitating, initiating and coordinating Human Settlements development with in the municipal jurisdiction. The programme will be implemented in two process, the construction of Emergency and Human settlements houses.	SDI - 13	R 3 700 000	02 Human Settlement programmes implemented by 30 June 2021	02 Human Settlement programmes implemented	02 Human Settlement programmes implemented	02 Human Settlement programmes implemented	02 Human Settlement programmes implemented	02 Human Settlement programmes implemented	02 Human Settlement programmes implemented	Human Settlements programmes reports	Director :IPED
				20 Emergency houses constructed in all 6 local municipality 30 June 2021	Facilitate renewal of SLA with CHDM & DoHS	SDI - 13.1	R 2 000 000	20 Emergency houses constructed in all 6 local municipality 30 June 2021	Construction of 20 slabs (Stage 1 of a house)	Construction of 20 Wall plates (Stage 2 of a house) and 20 roof structure (Stage 3 of a house)	20 Emergency houses constructed in all 6 local municipality	Human Settlements programmes reports	Q1=Signed SLA Q2=Pictures & Certification of slabs by the engineers, Q3=pictures quarterly reports Q 4= Completion certificate	Director :IPED		



Number of Poverty Alleviation Agricultural Programme Implemented as per Concept document

LED -3.1

Poverty Alleviation are Non-income generating projects providing support to small scale poultry and piggy projects in order to provide relief in poverty per request from local municipalities. Poverty Alleviation will be implemented in two Local municipalities through a concept document. The programme will be monitored on a quarterly basis. The process followed is as follows: 1. The request for support is received from the project beneficiaries 2. The requests are assessed by the responsible project officer 3. The Concept document is then developed in preparation for the support 4. The request for quotations is submitted to SCM 5. the project is supported through

01 Poverty Alleviation Agricultural Programme Implemented as per Concept document by 30 June 2021	Development of Concept document for Poverty Alleviation support.	Implementation of Poverty Alleviation programme.	Monitor the implementation of Poverty Alleviation programme.	Monitor the implementation of Poverty Alleviation programme.	Q1= Concept document, Quarterly report Q2 + Q4 = Monitoring tool, Quarterly report	Director IPED
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Number of livestock improvement and infrastructure programme implemented as per SLA with CHDA	Livestock improvement: it's an animal health programme which includes Inoculation and Dosing of livestock in all local municipalities. The Livestock improvement programme will be implemented in five rural Local municipalities excluding Inxuba Yethemba Local Municipality through the signing of an SLA with CHDA. The programme will be monitored on a quarterly basis. The process followed is as follows : 1. The SLA is entered into with the CHDA; 2. Funds are transferred to CHDA; 3. CHDA implements the programme on behalf of CHDM, in consultation with the responsible CHDM official; 4. CHDA and CHDM undertake project monitoring on a monthly basis; 5. The quarterly progress reports are
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01 Livestock improvement and infrastructure development programme implemented as per SLA with CHDA by 30 June 2021	Livestock development (Signing of SLA between CHDM & CHDA)	Implementation of SLA's signed with CHDA	Monitor the implementation of SLA's signed with CHDA	Monitor the implementation of SLA's signed with CHDA	Q1= SLA, Quarterly Q2+ Q4 =Monitoring tool, Quarterly report	Director IPED
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Number of Dry land cropping programme (RAFI) implemented as per SLA with CDC	Rural Agri-industries and Finance Initiative(RAFI). These programme is aimed at agro-processing from crop and livestock. The pilot programme will be through Cooperative Development Centre (CDC), the programme is conducted at will further be conducted at implemented at Engcobo and Insitka Yethu Local Municipalities for production of 500 ha of cash crops The programme will be monitored on a quarterly basis. The process followed is as follows : 1. The SLA is entered into with the CDC; 2. Funds are transferred to CDC; 3. CDC implements the programme on behalf of CHDM, in consultation with the responsible CHDM official; 4. MOU is also in place between CDC, CHDA	LED -3.3
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01 Dry land cropping programme (RAFI) implemented as per SLA with CDC by 30 June 2021	Dry Land (SLA of between CHDM & CDC)	Implementation of SLA's signed with CDC	Monitor the implementation of SLA's signed with CDC	Monitor the implementation of SLA's signed with CDC	Q1= SLA, Quarterly Q2=Monitoring tool, Quarterly report	Director :IPED
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		<p>Number of irrigation schemes implemented as per SLA with CHDA</p> <p>Irrigation Schemes is an arena where crops or plants are grown through irrigation systems. The Irrigation Schemes programme will be implemented at Intsika Yethu and Enoch Mijima Local Municipalities through the signing of an SLA with CHDA. The programme will be monitored on a quarterly basis. The process followed is as follows: 1. The Annual SLA is entered into with the CHDA; 2. Funds are transferred to CHDA; 3. CHDA implements the programme on behalf of CHDM, in consultation with the responsible CHDM official; 4. CHDA and CHDM undertake project monitoring on a monthly basis; 5. The quarterly progress reports are provided by CHDA.</p>	LED -3,4	<p>01 Irrigation schemes programme implemented as per SLA with CHDA by 30 June 2021</p> <p>Irrigation Scheme (Signing of SLA between CHDM &amp; CHDA).</p> <p>Implementation of SLA's signed with CHDA</p> <p>Monitor the implementation of SLA's signed with CHDA</p> <p>Monitor the implementation of SLA's signed with CHDA</p>	<p>Q1= SLA, Quarterly tool, Quarterly report</p>	<p>Director: IPED</p>
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SMME SUPPORT	<p>SMME programmes entail both financial and non-financial support (financial support for both Enterprise and Industrial development projects, and non-financial support in the form of capacity building and mentorship for enterprises) to enterprises throughout the district. The funds available are not enough for enterprise and industrial support. The following process will be undertaken for incubation (capacity building support) :</p> <ol style="list-style-type: none"> <li>1. An SLA will be entered into with Eastern Cape Development Agency for Partnership and with Small Enterprise Development Agency for capacity building;</li> <li>2. The type of training will be agreed upon by the parties;</li> <li>3. The beneficiaries (specifically those that were</li> </ol>	LED-4	R1 000 000	3 SMME Programme implemented	01 SMME programme implemented by 30 June 2021	Development of Concept document SMME Incubation Project	Implementation of SMME Incubation Project as per Concept document	Implementation of SMME Incubation Project as per Concept document	Q1= Concept documents, Q2-Q4= Monitoring and Attendance register	Director :IPED
	<p>Monitoring the implementation of PPPFA regulation. The monitoring process will be done on quarterly base informed by reports from finance departments. The process is as follows : 1. CHDM SCM compiles the report on 30% budget spent; 2. The report is submitted by SCM to IPED for analysis; 3. Once analysed, IPED submits the report to the Council.</p>	LED-5	OPEX	30% of budget spent on local businesses as per preferential procurement	30% of budget spent on local businesses as per preferential procurement monitored by 30 June 2021	Monitoring Report on the % spent on local businesses	Monitoring Report on the % spent on local businesses	Monitoring Report on the % spent on local businesses	Monitoring Report	Director :IPED

<b>TOURISM &amp; HERITAGE DEVELOPMENT</b>	To Contribute economic development and growth in the district as envisaged in the NDP 2030	Improved regional economy	Implementation of CHREDS	Number of Tourism development & Heritage Preservation programmes implemented	Tourism programmes seeks to identify, develop and market tourism opportunities for economic development for the district. Heritage programmes seeks to identify and preserve liberation heritage sites with in the district. This programme will be implemented through Tourism development and Heritage Preservation.	LED-6	R 4 400 000,00	02 Tourism development & Heritage Preservation programmes implemented by 30 June 2021	02 Tourism development & Heritage Preservation programmes implemented	02 Tourism development & Heritage Preservation programmes implemented	02 Tourism development & Heritage Preservation programmes implemented	02 Tourism development & Heritage Preservation programmes implemented	Director :IPED
				Number of Tourism development programmes implemented	Those programme will be implemented in partnership with Chris Hani Area Regional Tourism Organisation (CHARTO) and the Craft Hub. CHARTO assists in facilitation of the activities carried out at Local tourism Organisations in each Local Municipality. The Craft Hub on the other hand will work with CHDM for the implementation of the Arts and Craft project. The following process will be followed : 1. SLA will be entered into with CHARTO and Craft Hub in respect of LTO's and Arts & Craft projects, respectively; 2. The funds will be transferred to CHARTO and Craft Hub; 3. The project monitoring will be done by the CHDM responsible officer on a monthly basis; 4. CHARTO	LED-6.1		11 Tourism development programmes implemented 30 June 2021	1. Signing of SLA with CHARTO 2. Signing of SLA with Craft Hub	Implementation of SLAs of Craft Hub and CHARTO	Implementation of SLAs of Craft Hub and CHARTO	Implementation of SLAs of Craft Hub, CHARTO).	Director :IPED

<p>FORESTRY DEVELOPMENT</p>	<p>LED-6.2</p>	<p>Number of Heritage Preservation programmes implemented</p>	<p>Those programme will be implemented through two initiatives namely : Sabalele Support and Stakeholder Engagements on Heritage Initiatives. Sabalele Support refers to the continuous support CHDM provides for the operationalisation of the Multi-purpose Centre at Sabalele. Intsika Yethu LM). The other project planned is the support to other Liberation Heritage site as determined through stakeholder sessions held with LM's and other heritage development stakeholders. In respect of Sabalele Project : the SLA will be entered into with Intsika Yethu and budgeted amount will be transferred to Intsika Yethu LM; the Municipality oversees the implementation of the project and then</p>	<p>1 Heritage Preservation programmes implemented 30 June 2021</p>	<p>1. Signing of SLA with Intsika Yethu for Sabalele Support. 2. Stakeholder Engagements on Heritage Initiatives</p>	<p>1. Implementation of SLAs for Sabalele 2. Heritage stakeholder Engagements</p>	<p>Implementation of SLAs for Sabalele, 4. Heritage stakeholder Engagements</p>	<p>Approved Concept Documents, SLAs, Attendance register, Stakeholder Reports, Quarterly reports</p>	<p>Director :IPED</p>
<p>FORESTRY DEVELOPMENT</p>	<p>LED - 7</p>	<p>Number of Forestry programmes implemented</p>	<p>Forestry programmes aims at supporting and upgrading local community project to enable their projects into business enterprises that will grow economy. This programme will be implemented through Charcoal and Nursery programmes.</p>	<p>02 Forestry programmes implemented by 30 June 2021</p>	<p>02 Forestry programmes implemented</p>	<p>02 Forestry programmes implemented</p>	<p>02 Forestry programmes implemented</p>	<p>02 Forestry programmes reports</p>	<p>Director :IPED</p>
<p>FORESTRY DEVELOPMENT</p>	<p>LED - 7</p>	<p>02 Forestry programmes implemented (Value addition and Afforestation)</p>	<p>R 1 500 000,00</p>	<p>02 Forestry programmes implemented by 30 June 2021</p>	<p>02 Forestry programmes implemented</p>	<p>02 Forestry programmes implemented</p>	<p>02 Forestry programmes implemented</p>	<p>02 Forestry programmes reports</p>	<p>Director :IPED</p>

Number of Charcoal programmes supported	<p>Provision of support (Supply with protective clothing and equipments) to charcoal programmes implemented at Ngcobo and Sakhisizwe LM's. The activities include the following : the SLA to be entered into with the private partner; the implementation of the project by the partner and the beneficiaries; project steering committee meetings to be held on site; monthly monitoring by the project officer; submission of the quarterly reports by the partner.</p>	.ED - 7.1
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1 Charcoal programmes supported by 30 June 2021	Signing of SLA with Ayango Bio-Diesel Business Partner Carcuol	Implementation and Monitor implementation of SLA's	Implementation and Monitor implementation of SLA's	Q1=SLA with Ayango Bio-Diesel Q2-4= Attendance register, Minutes and resolution register, orders quarterly reports, Delivery notes, monitoring report,	Director :IPED
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	1 Nursery programmes supported by 30 June 2021	Signing of SLA with Inisika Yethu - Nursery project	Implementation and Monitor implementation of SLA's	Implementation and Monitor implementation of SLA's	Implementation and Monitor implementation of SLA's	Attendance register, Minutes and resolution register, orders, quarterly reports, Delivery notes, SLA with Inisika Yethu LM, monitoring report,	Director :IPED
	Number of Nursery programmes supported	Provision of support (Supply with protective clothing and equipments) for the implementation of Yusisizwe Cooperation (KwaJO) tree-nursery project. The process is as follows : There is service level agreement in place between CHDM and Inisika Yethu LM; The project coordinator employed through the SLA is responsible for day-to-day management of the project; CHDM project officer monitors the project on a monthly basis; quarterly reports are provided by the project coordinator as per the SLA between CHDM and Inisika Yethu LM.					
		IPED - 7.2					

LOCAL ECONOMIC DEVELOPMENT	Improved regional economy	Implementation of EPWP Programme	Number of work opportunities created through EPWP	Expanded Public Works Programme is created for the purposes of creating Jobs and addressing Unemployment and fighting Poverty. These are done amongst others by service delivery departments i.e. IPED, Engineering, Health and Community Service, Corporate Services departments within CHDM and are implemented on various projects that were undertaken. Stipend is paid to beneficiaries that are identified by various project beneficiaries and as well by relevant Councilors with the district. Stipend is paid on a Monthly basis to beneficiaries as per the signed contract between the CHDM and those beneficiaries for the agreed period.	LED - 8	R1 351 712	2199 work opportunities created through EPWP	21 work opportunities created through EPWP by 30 June 2021	21 Work opportunities created through EPWP	N/A	N/A	N/A	EPWP Report	Director :IPED
<b>KPA 4: FINANCIAL MANAGEMENT AND VIABILITY</b>														
<b>WEIGHT: 10%</b>														
Budget Planning and Reporting	Ensure Sound Financial Management	Sound financial Management and compliance with legislation	Compilation of Credible Budget and Financial Reports	Number of departmental budget reports contributing towards compilation of institutional credible budgets	FMV - 1.1	N/A	100%	1 Departmental budget reports contributing towards compilation of institutional credible budgets by 30 June 2021	N/A	N/A	1 Departmental budget reports contributing towards compilation of institutional credible budgets	N/A	Departmental budget report & Memo requesting departmental Budget inputs for next financial year and Adjusted Budget, Departmental budget report	Director :IPED
<b>Broader Objective 4: To Ensure an Efficient and Co-ordinated Financial Management that Enables CHDM to deliver its Mandate</b>														

Procurement / Demand Management		Implementation of SCM Policy and Expenditure Framework	Number of Departmental Procurement Plans Developed and Approved	This indicator seeks to give an understanding on how the department has spend on expenditure for both Operating and Capital compare to the departmental budget allocated to it.	FMV - 1.2	N/A	100%	4 Reports on departmental expenditure incurred by 30 June 2021	1 Reports on departmental expenditure (Operational/ Capital) incurred	1 Reports on departmental expenditure (Operational/ Capital) incurred	1 Reports on departmental expenditure (Operational/ Capital) incurred	1 Reports on departmental expenditure (Operational/ Capital) incurred	1. Financial Systems Quarterly Expenditure Reports for both Operating and Capital and 2. Directors Analysis Report for the directorate	Director :IPED
Procurement / Demand Management		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 complied with. Once the plan is develop each department is required to implement the projects as such.	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 complied with. Once the plan is develop 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	N/A	N/A	Approved Departmental Procurement Plan, Council resolution	Director :IPED



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 invoices by the department	All municipalities should adhere to sec 65 of MFMA, which states that all invoices should be paid 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. 2. 3. etc 2. Method of calculation = 1 implemented with different activities as stipulated in the Business plan/proposal each quarter 3. Source documents =	FMV - 4.1	OPEX	None	100 % adherence to 5 days submission of all valid invoices by the department to finance department by 30 June 2021	100 % adherence to 5 days submission of all valid invoices by the department to finance department	100 % adherence to 5 days submission of all valid invoices by the department to finance department	100 % adherence to 5 days submission of all valid invoices by the department to finance department	5 days monitoring report, Quarterly Creditors invoice analyses report	Director: PED
<b>KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>														
<b>BROAD STRATEGIC OBJECTIVE 5: To create an Efficient, Effective, Accountable and Performance-oriented Administration.</b>														
LED	To empower Citizens through Communication, Public Participation and stakeholder engagement.	Informed stakeholders	Implementation of Public Participation Strategy	Number of Human Settlement forums conducted	Number of LED forums conducted	GGPP - 2.8	OPEX	4	4 Human Settlement forums conducted by 30 June 2021	1 Human Settlement forums conducted	1 Human Settlement forums conducted	1 Human Settlement forums conducted	Resolution register, attendance register, minutes	Director: PED
						GGPP - 2.9	OPEX	4	4 LED forums conducted by 30 June 2021	1 LED forums conducted	1 LED forums conducted	1 LED forums conducted	Resolution register, attendance register, minutes	Director: PED

INTERNAL AUDIT	To ensure clean administration and accountability in 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 comprised 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	100% Response to internal audit RFI's and resolving issues raised	100% Response to internal audit RFI's and resolving issues raised	100% Response to internal audit RFI's and resolving issues raised	Report on internal audit RFI's and resolving issues raised	Director :IPED
RISK MANAGEMENT			Implementation of risk management framework	Percentage implementation of the risk register	Risk Management is a process of identifying, assessing, prioritizing and managing risks/ 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	50% implementation of the risk register	75% implementation of the risk register	100% implementation of the risk register	Updated risk register submitted to the risk management committee	Director :IPED
PMS			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	4	4 Quarterly performance reports submitted on time (with POE) by 30 June 2021	1 Quarterly performance reports submitted on time (with POE)	1 Quarterly performance reports submitted on time (with POE)	1 Quarterly performance reports submitted on time (with POE)	1 Quarterly performance reports submitted on time (with POE)	Proof of submission to the office of the Municipal Manager	Director :IPED

			<p>Section 23 of R805 prescribes that a municipal manager and a manager accountable to the municipal manager, must sign a performance agreement. Such an agreement must be aligned to the municipality's integrated development plan (IDP) and the service delivery and budget implementation plan (SDBIP). Furthermore, it is prescribed that such an agreement must specify accountabilities and allow for continuous monitoring and measurement of performance against set targeted outputs. Such an agreement, the regulations prescribe, must be used as a basis for assessing whether an employee has met the performance expectations</p>	GGPP-6.4	N/A	None	3 Directors Quarterly Performance Assessments submitted on time (with POE) by 30 June 2021	Signed of Director's Performance Agreement	1 Director's Quarterly Performance Assessments submitted on time (with POE)	1 Director's Quarterly Performance Assessments submitted on time (with POE)	1 Director's Quarterly Performance Assessments, Q 2 & Q 3= Directors Quarterly Performance Assessments reports	Director :!PED
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