



CHRIS HANI
DISTRICT MUNICIPALITY
SUSTAINING GROWTH
THROUGH OUR PEOPLE

ANNUAL PERFORMANCE AGREEMENT

Prepared for and entered into by:

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

and

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

for the financial year: 2021 - 2022

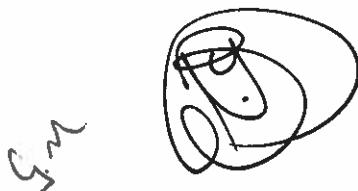
Commencement Period: 1 July 2021- 30 June 2022

PROLOGUE

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

1. INTERPRETATION

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



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

2. PURPOSE OF THIS AGREEMENT

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

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

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

2.1.3. specify accountabilities as set out in Annexure A;

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

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

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

2.1.7. establish a transparent and accountable working relationship; and

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

3. COMMENCEMENT AND DURATION

3.1. Notwithstanding the date of signature this Agreement shall commence on the **1 July 2021** and shall remain in force until a new performance agreement including a Performance Plan and Personal Development Plan is concluded between the Parties as contemplated in Clause 3.2. The performance agreement shall be entered into for each financial year of the municipality;

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



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

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

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

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

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

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

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



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

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

5. PERFORMANCE MANAGEMENT SYSTEM

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



6. PERFORMANCE ASSESSMENT

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

KEY PERFORMANCE AREA	DESCRIPTION	WEIGHT
KPA 1	Municipal Transformation and Organisational Development	80%
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	5%
TOTAL		100%

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

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



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

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



7. PANEL AND SCHEDULE FOR ASSESSMENTS

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

7.1.1. The Municipal Manager

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

7.1.3. Member of the Mayoral Committee

7.1.4. Municipal Manager from another Municipality

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

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

7.3.1. The Municipal Manager

7.3.2. The Director (own assessment)

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

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

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

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

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

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

8. EVALUATING PERFORMANCE AND THE MANAGEMENT OF EVALUATION OUTCOMES

8.1. The Director shall submit quarterly performance reports and a comprehensive annual performance report with the self-assessment to the Municipal Manager before the performance assessment meeting.



- 8.2. The Municipal Manager shall give performance feedback to the Director after each quarterly and the annual assessment meetings.
- 8.3. The Director shall be subjected to the performance evaluation panel at the end of the financial year for assessing the performance during the year.
- 8.4. The evaluation report of the Director's performance shall form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 8.5. At the end of the 4th quarter, the Council shall determine if the Director is eligible for a performance bonus as envisaged in his/her contract of employment based on the bonus allocation set out in clause 8.11 of this agreement.
- 8.6. The results of the annual assessment and the scoring report of the Director for the purposes of bonus allocation, if applicable, shall be submitted to the council for approval.
- 8.7. Personal growth and development needs identified during any performance assessment discussion, must be documented in the Director' s Personal Development Plan as well as the action steps and set time frames agreed to.
- 8.8. Despite the establishment of agreed intervals for assessment, the Municipal Manager may, in addition, review the Director's performance at any stage while his/her contract of employment remains in force.
- 8.9. Parties may agree to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Director shall be fully consulted before any such change is made.
- 8.10. The provisions of Annexure "A" may be amended by the council when the Municipality's performance management system is adopted, implemented and/or amended as the case may be subject to clause 5.3.
- 8.11. A performance bonus ranging from 5% to 14% of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus, the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that:
 - 8.11.1. a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
 - 8.11.2. a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.



9. OBLIGATIONS OF THE MUNICIPALITY

- 9.1. The Municipality shall create an enabling environment to facilitate effective performance by the Director.
- 9.2. The Director shall be provided with access to skills development and capacity building opportunities.
- 9.3. The Municipality shall work collaboratively with the Director to solve problems and generate solutions to common problems that may impact on the performance of the Director.
- 9.4. The Municipality shall make available to the Director such resources including employees as the Director may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement; provided that it shall at all times remain the responsibility of the Director to ensure that he/she complies with those performance obligations and targets.
- 9.5. The Director shall be delegated such powers by the Municipality as may in the discretion of the Municipality be reasonably required from time to time to enable him/her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1. The Municipal Manager agrees to consult the Director within a reasonable time where the exercising of the Municipal Manager's powers shall:
 - 10.1.1. have a direct effect on the performance of any of the Director's functions;
 - 10.1.2. commit the Director to implement or to give effect to a decision made by the Council and/or Municipal Manager;
 - 10.1.3. have a substantial financial effect on the Municipality.
- 10.2. The Municipal Manager agrees to inform the Director of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable, to enable the Director to take any necessary action without delay.

11. CONSEQUENCES OF POOR OR UNACCEPTABLE PERFORMANCE

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



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

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

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

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

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

12. DISPUTES

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



13. GENERAL

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

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

Signed at KOMANI on this 30 day of JULY 2021

Director: Corporate Services
Chris Hani District Municipality

As witness:

(1) Rumza Notshelewa
Full Name and Surname

Signature

(2) _____
Full Name and Surname

Signature

Signed at KOMANI on this 30 day of JULY 2021

Municipal Manager
Chris Hani District Municipality

As witness:

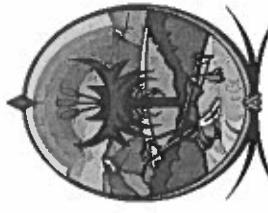
(1) Bontlelo Kao
Full Name and Surname

Signature

(2) _____
Full Name and Surname

Signature

ANNEXURE B:
PERFORMANCE AGREEMENT FOR MS. Y. DAKUSE



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

PERSONAL DEVELOPMENT PLAN OF:

		Ms Y. Dakuse					2021/22 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		

ACCEPTED BY

G. MASHIYI
MUNICIPAL MANAGER

J.B. DAKUSE
DIRECTOR CORPORATE SERVICES

COMPILER BY

HRIS HAN DISTRICT MUNICIPALITY

APPROVED INSTITUTIONAL OPERATIONAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

12

Priority Area	Measurable Objectives	5 YR Outcome	Strategy	KPI	Indicator Descriptions	Programme Budget Allocation	Baseline	SD&B Annual Target	Planned Quarterly Targets	(Reason for Non-achievement/Over Achievement)	In case of non-achievement/pending/Revised/Complying action	Evidence	Comments	
					An awareness and consultation process is undertaken with all directorates in the CHDM for inputs that will be included on the existing staff establishment (ORG/organisation Structure). The staff establishment will then be presented to LLF before it is laid to Council for approval. This process for the approval of the Staff Establishment will be as follows. - Conduct awareness with directorates - Consultations with Directorates for inputs - 3. HOD's inputs on the draft structure - 4. Consultations with labour in the LLF - 5. Submission to Council for approval - 2. Method of calculation = Sum # structure will be reviewed with different achieves - 3. Source documents = Draft Structure, Reports, Attendance & register, Approved Structure and Council Resolution.	MTOO1.3.1				Qtr. 4 1 Human Resource Management programmes Implemented	Qtr 1 - Awareness with Directorates on the approved organisation structure indicated - Consultations with Directorates - Consultations with organized labour on staff establishment	Qtr 1 - Awareness with Directorates on the approved organisation structure indicated - Consultations with Directorates - Consultations with organized labour on staff establishment	Report on Director Corporate Services Consultation Report.	Director Corporate Services Consultation Report
					Number of Reversed Staff Establishment approved by Council				Qtr 4 Approval of the staff establishment by Council	Qtr 1 - Awareness with Directorates on the approved organisation structure indicated - Consultations with Directorates - Consultations with organized labour on staff establishment	Qtr 4 Approval of the staff establishment by Council	Report on Director Corporate Services Consultation Report.	Director Corporate Services Consultation Report	
					Number of vacant funded positions and employment Equity plan implemented	MTOO1.3.2	OPEX		Qtr 1 20 Vacant funded positions filed and implementation of EEP on 3 highest levels and Qtr. 2 15 Vacant funded positions filed and implementation of EEP on 3 highest levels implained by 30 June 2022 Qtr. 3 15 Vacant funded positions filed and implementation of EEP on 3 highest levels Qtr 4 15 vacant funded positions filed and implementation of EEP on 3 highest levels	Qtr 1 - 05 vacant funded positions filed and implementation of EEP on 3 highest levels and Qtr. 2 15 vacant funded positions filed and implementation of EEP on 3 highest levels implained by 30 June 2022 Qtr. 3 15 vacant funded positions filed and implementation of EEP on 3 highest levels Qtr 4 15 vacant funded positions filed and implementation of EEP on 3 highest levels	Qtr 1 - 05 vacant funded positions filed and implementation of EEP on 3 highest levels and Qtr. 2 15 vacant funded positions filed and implementation of EEP on 3 highest levels implained by 30 June 2022 Qtr. 3 15 vacant funded positions filed and implementation of EEP on 3 highest levels Qtr 4 15 vacant funded positions filed and implementation of EEP on 3 highest levels	Quarterly report - filing of vacant funded positions attachments - Adverts, Appointment Letter, Recruitment Report, EEP	Director Corporate Services	
					Job Descriptions writing is informed by new and existing Job Descriptions(JD's) that are in the approved staff establishment if the municipality's responsibility to write and review job descriptions for all posts that are in the staff establishment. The process for the facilitating of Discrepancy review and writing will be as follows. 1. Assessment report on the number of job descriptions written and reviewed to determine the outstanding number of JD's to be reviewed or written 3. JD and JE unit will then review submitted arts and send comments back to Directorates 4. Directorate will consider the comments from JD and JE unit and resultant 5. The final art. JD will then be reviewed by the Directorate and 6. The signed JD's will then be submitted by JD and JE unit to the District Job Evaluation Committee	MTOO1.3.3	OPEX			Qtr 1 6 directorates supported on the job descriptions written/reviewed Qtr 2 2 directorates supported on the job descriptions written/reviewed Qtr 3 2 directorates supported on the job descriptions written/reviewed Qtr 4 2 directorates supported on the job descriptions written/reviewed	Qtr 1 - Assessment Report on number of job descriptions written/reviewed and writing of job descriptions wrong Qtr 2 2 directorates supported on the job descriptions written/reviewed Qtr 3 2 directorates supported on the job descriptions written/reviewed Qtr 4 2 directorates supported on the job descriptions written/reviewed	Assessment Report on number of job descriptions written/reviewed Awareness conducted on job descriptions wrong	Attendance Register and Programme Report	Director Corporate Services
					Number of departmental employment held on review of job descriptions and development of new job descriptions	MTOO1.3.4	OPEX		Qtr 1 04 Provincial Outcomes Report Submitted to Provincial Audit Committee	Qtr 1 1 POR submitted to Provincial Audit Committee	Proof of Submission of PORT to the PAC, Attendance Register			
					Provincial Outcomes report by CHDM/Han District Municipality and all local municipalities to the Provincial Audit Committee. It is completed after each evaluation session and submitted to the Provincial Audit Committee which has responsibility to audit these provincial 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 JDs and provide comments where necessary. The committee will then compile the Provincial Outcomes report (POR) on the evaluated JD's 3. District Job Evaluation Committee will submit the Provincial 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				Qtr 2 1 POR submitted to Provincial Audit Committee	Qtr 2 1 POR submitted to Provincial Audit Committee	Proof of Submission of PORT to the PAC, Attendance Register			
					Method of calculation = Sum # POR will be submitted to the Provincial Audit Committee each quarter 1st & 3rd for the year = 4 reports 3. Source documents = Signed JD's, Provincial Outcomes Report, Proof of submission to Provincial Audit Committee, Final Audited Outcomes report				Qtr 3 1 POR submitted to Provincial Audit Committee	Qtr 4 1 POR submitted to Provincial Audit Committee	Proof of Submission of PORT to the PAC, Attendance Register			
					Individual Performance Management employees endorses to their sides and knowledge to perform two jobs in a productive manner. These assessments will start with the compilation and completion of the performance Accountability Agreement and the bi-annual assessments and bi-annual review will be conducted by HODs and Middle Management. Processes to be followed (1) An approved tip sheet and operational SDBS will be prepared and submitted to Council structures and council for approval towards the end of the financial year				Qtr 1 1. Signing of Performance Accountability Agreements (Individually) 2. Annual assessment for middle management facilitated and reported reports	Qtr 1 1. Signing of Performance Accountability Agreements (Individually) 2. Annual assessment for middle management facilitated and reported reports	Quarterly report on the Signed Performance Accountability Agreements and annual performance assessments	Director Corporate Services	Signature	



Priority Area	Measurable Objectives	3 TR Outcome	Strategy	KPI	Indicator Descriptions	Evidence			
						Programme Budget Allocation	Planned Quarterly Targets	In Case of Future Enhancements	(Reason for Non-Compliance/Action)
Integrated Health, Wellness and Safety	Number of reports completed and submitted	and after the approval of the IDY (2) An approved Statement will be submitted to all directors for each to sign off and sign performance agreements and accountability agreement over SDBP and sign before the end of the 1st month of the 1st quarter (3) Copies of the signed agreements will be submitted from directors for record keeping, compilation of report on the implementation of the council approved PMS framework. (4) Assessment tool will be prepared and circulated to all departments with the actual deadlines on when the review/measurements should be completed and reported	Integration of Health, Wellness Mainstreaming and Safety Programmes that educates about wellness, health and safety of employees, councillors, traditional leaders, managers and their families.	MTOO.2	Qtr 2 Qtr 3 Qtr 4	1 Middle Managers Individual Performance review reports for Q1 compiled and submitted 1 Middle Managers Individual Performance review reports for Q2 compiled and submitted 1 Middle Managers Individual Performance review reports for Q3 compiled and submitted	1 Middle Managers Individual Performance review reports for Q1 compiled and submitted for Q1 1 Middle Managers Individual Performance review reports for Q2 compiled and submitted for Q2 1 Middle Managers Individual Performance review reports for Q3 compiled and submitted for Q3	Quarterly report on the individual performance reviews conducted for Q1 Quarterly report on the individual performance assessments conducted for months Q2 and Q3 Quarterly report on the individual performance reviews conducted for months Q4 and Q1	Report to Director Corporate Services
Integrated Health, Wellness and Safety	Number of Integrated Health, Wellness and Safety programmes implemented	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 defining roles at individual departmental level through educational sessions. The output will be quarterly reports and attendance registers. The method of calculation is 1x4x4	Integration of Health, Wellness Mainstreaming and Occupational Safety and Health and Safety Programmes Implemented	MTOO.2	Qtr 1 Qtr 2 Qtr 3 Qtr 4	03 Integrated Health, Wellness Mainstreaming and Occupational Health and Safety Programmes Implemented 03 Integrated Health, Wellness Mainstreaming and Occupational Health and Safety Programmes Implemented by 30 June 2022 03 Integrated Health, Wellness Mainstreaming and Occupational Health and Safety Programmes Implemented by 30 June 2022 03 Integrated Health, Wellness Mainstreaming and Occupational Health and Safety Programmes Implemented	03 Integrated Health, Wellness Mainstreaming and Occupational Health and Safety Programmes Implemented 03 Integrated Health, Wellness Mainstreaming and Occupational Health and Safety Programmes Implemented by 30 June 2022 03 Integrated Health, Wellness Mainstreaming and Occupational Health and Safety Programmes Implemented 03 Integrated Health, Wellness Mainstreaming and Occupational Health and Safety Programmes Implemented	Quarterly report on the implementation of the Wellness programme and attendance register	Report to Director Corporate Services
Occupational Health and Safety	Number of Health management programmes implemented	Health management programme aimed at transforming the organisation's 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 defining roles at individual departmental level through educational sessions. The output will be quarterly reports and attendance registers	Health management programme aimed at improving well-being of employees, councillors, traditional leaders, managers and their families through group and individual education and, consultation sessions based on an employee satisfaction survey. The method of calculation is 1x4x4	MTOO.2.1	Qtr 1 Qtr 2 Qtr 3 Qtr 4	01 Wellness programme Implemented by 30 June 2022 01 Emotional intelligence activity Implemented 01 Change management activity Implemented 01 Teamwork activity Implemented	01 Wellness programme Implemented by 30 June 2022 01 Emotional intelligence activity Implemented 01 Change management activity Implemented 01 Teamwork activity Implemented	Quarterly report on the implementation of the Wellness programme and attendance register	Report to Director Corporate Services
Occupational Health and Safety	Number of Health and Safety Programmes implemented	Health management programme aimed at promoting physical and mental health and safety among employees against hazards to their health and safety during out of a work they perform as well as protection of any other person who may be exposed to hazards in the workplace. This programme will be implemented through focus groups and individual sessions	Occupational Health and Safety Management programme	MTOO.2.2	Qtr 1 Qtr 2 Qtr 3 Qtr 4	4 Health management programmes Implemented by 30 June 2022 4 Health management programmes Implemented by 30 June 2022 1 awareness programme on domestic violence implemented 1 awareness programme on prevention and management of chronic illnesses implemented	4 Health management programmes Implemented by 30 June 2022 4 Health management programmes Implemented by 30 June 2022 1 awareness programme on domestic violence implemented 1 awareness programme on prevention and management of chronic illnesses implemented	Programme report and attendance register	Report to Director Corporate Services
Occupational Health and Safety	Number of Occupational Health and Safety Programmes implemented	Occupational Health and Safety Programmes are programmes aimed at promoting physical and mental health and safety among employees against hazards to their health and safety during out of a work they perform as well as protection of any other person who may be exposed to hazards in the workplace. This programme will be implemented through focus groups and individual sessions	Occupational Health and Safety Management programme	MTOO.2.3	Qtr 1 Qtr 2	1 Occupational Health and Safety management programme Implemented by 30 June 2022 1 Occupational Health and Safety management programme Implemented by 30 June 2022	1 Occupational Health and Safety management programme Implemented by 30 June 2022 1 Occupational Health and Safety management programme Implemented by 30 June 2022	Programme report	Report to Director Corporate Services

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Priority Area	Measurable Objectives	\$ YR Outcomes	Strategy	KPI	Indicator Descriptions	Indicator Code	Programme Budget Allocation	Baseline	SDNP Annual Target	Planned Quarterly Targets	(Reason for Non, Under/Over Achievements)	In case of Non-achievements (Emergency Action)	Evidence	Comments	
					Occupational Health and Safety education & awareness process will be informed by the OH&S Act, regulations and OH&S Strategy. The awareness educated employees on how to keep safe in a workplace and how to identify, report and control the workplace hazards. The process for the implementation of Occupational Health and Safety education & awareness will be as follows:	MTO D 23.1				Ctr 3 1 Occupational Health and Safety management programmes implemented				Awareness programme, attendance register, plan	Director Corporate Services
					1. OH&S education and awareness on COVID 19 activities will be implemented in Chain Management Services (BTO), Intaka Yethu, IPID and Corporate Services satellite workplaces				Ctr 4 1 Occupational Health and Safety management programmes implemented						
					2. Method of calculation = 4 OH&S education & awareness will be implemented during this financial year in Q1, Q2, Q3 & Q4										
					3. Source documents = programme plan										
					Medical surveillance is conducted in compliance with Section 8(1) of Regulations or Dangerous Biological Agents. Medical assessments is a planned programme conducted by Occupational health practitioner or medical practitioner or medical professional or medical agent. Vaccinations are provided to employees to prevent them from contracting occupational disease such as Hepatitis and other Employees who are exposed biological agents are promised for medical surveillance and vaccinations. Medical assessments and vaccinations are conducted annually. The process for the implementation of Medical surveillance and vaccinations will be as follows.	MTO D 23.2				Ctr 1 1 Medical surveillance and vaccination programme implemented at Enoch Mgijima and Intaka Yethu satellite workplaces				Assessment and vaccination reports & registers	Director Corporate Services
					1. Medical assessments and vaccinations will be conducted in two satellite workplaces in Quarter 1 & Quarter 2, and one satellite workplace in Q3 and one satellite workplace in Q4				Ctr 2 1 Medical surveillance and vaccination programme implemented at Sakinache and Emabeni satellite workplaces						
					2. Source documents = medical assessments and vaccinations report				Ctr 3 1 Medical surveillance and vaccination programme implemented at Intaka Yethu satellite workplaces						
									Ctr 4 1 Medical surveillance and vaccination programme implemented at Enoch Mgijima satellite workplaces						
					Personal Protective Equipment and Hygiene consumables are provided to employees in terms of Section 2(2) of General Safety Requirements. PPE and hygiene consumable as a provided to all employees by the employer as one of the core measures taken by the employer to mitigate the risks of exposure to hazards in the workplace environment. The process for providing Safety Officers with Personal Protective clothing and hygiene consumables will be as follows:	MTO D 23.3	1,000,000.00		6 Satellite Clinics provided with Personal Protective Clothing and hygiene consumables	Ctr 1 PPE (individually) and hygiene consumables distribution provided with personal protective clothing and hygiene consumables by 30 June 2022				Signed distribution register and reports	Director Corporate Services
					1. PPE (individually) and hygiene consumables distribution programmes will be conducted in water services workplace in 5 satellite workplaces (Enoch Mgijima, Engcobo, Sakinache, Emabeni & Intaka Yethu) in Q1 & PPE (overall) and hygiene consumables for designated employees				Ctr 2 PPE (overall) and hygiene consumables distribution implemented at 6 satellite workplaces for designated employees						
					2. In Q2, PPE (overall) and hygiene consumables distribution programme will be conducted for water services employees in need of it PPE at Engcobo & Intaka Yethu satellite workplaces				Ctr 3 N/A						
					3. Source documents = Lists from all satellite workplaces of employees, nature of jobs performed, type of PPE required sizes				Ctr 4 N/A						
					A service provider will be sourced through supply chain management process to develop a health and safety plan and provide services district wide which are required to respond to COVID 19 in CHCs workplace. 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 distant notifications when there are employees who test COVID 19 positive				1 1. Service providers will be sourced through supply chain management process to develop a health and safety plan and provide services district wide which are required to respond to COVID 19 in CHCs workplace. 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 distant notifications when there are employees who test COVID 19 positive	Q1 / Form of reference	Q2 = Appointment Letter	Q3 = Appointment Letter	Q4 = Appointment Letter	Director Corporate Services	
					Number of Occupational Health and Safety developed and implemented in relation to COVID 19										

Priority Area	Measurable Objectives	5 YR Strategy	KPI	Indicator Descriptions	Indicator Code	Programme Budget Allocation	Baseline	SDSIP Annual Target	Planned Quarterly Targets	(Reason for Non-achievement/Over achievement)	Evidence
			19	Any other required equipment and services. Process to be initiated to develop Terms of Reference for Health and Safety plan and implementation thereof in relation to COVID 19 will be developed and submitted to Bid Specification Committee for approval and actioning in Q1.	MTOOD - 3	Open	Completed by 30 June 2022	Qtr 3	Implementation of the Occupational Health and Safety plan developed and implemented in relation to Covid 19	Qtr 4	Implementation of the Occupational Health and Safety plan developed and implemented in relation to Covid 19
Asset Management	To ensure effective delivery of municipal services	Sustainable management of Fleet	Number of Municipal vehicles managed	Municipal vehicles managed will focus on acquisition of municipal vehicles and maintenance, day-to-day, transport, servicing and licensing of existing municipal vehicles as per manufacturer's specification and on request by user	MTOOD - 3	Open	172 Vehicles Managed	Qtr 1	100% Municipal vehicles maintained as per dealer specification and on request by user	Qtr 2	100% Municipal vehicles serviced as per dealer specification and on request by user
			Percentage of Municipal vehicles maintained as per dealer specification and on request by user	Municipal vehicles Maintenance will focus on services, replacement of accessories and licencing of vehicles. Vehicles are delivered at all time and on the following process DAILY REPAIRS, FIRMWARE SERVICE	MTOOD 3.1	Open	100% Municipal vehicles maintained as per dealer specification and on request by user	Qtr 1	100% Municipal vehicles maintained as per dealer specification and on request by user	Qtr 2	100% Municipal vehicles maintained as per dealer specification and on request by user
				1 The user reports the faults and damages in vehicles for repairing 2. Open a maintenance call to the service provider stating vehicle details, faults /Annual Clearance to approve number and name of the manufacturer. 3. SIP forwarded the Clearance for approval, clearance and signed and SIP providers Authorization letter 4. Once vehicle is stored, the office signs the repair invoice 5. The vehicle is released from the repairs	LICENING	Open	100% Municipal vehicles maintained as per dealer specification and on request by user	Qtr 3	100% Municipal vehicles maintained as per dealer specification and on request by user	Qtr 4	100% Municipal vehicles maintained as per dealer specification and on request by user
				6. Once the money has been received, we go to Vatik depot/agent for vehicle release 7. Driver comes to collect the new vehicle.							
				2. Method of calculation = Total no of Municipal vehicles * Service - Licensing / [Total Actual Municipal vehicles * Service + Licensing date] X 100 = 100% per quarter							
				3. Source documents = 1. Maintenance & Service Requests from users, Job card, Service Interval Service book, Clearance & 2. Licensing Registration Certificates, Licence date.							
			Number of Municipal Vehicles acquired	Municipal vehicles will focus on acquisition of municipal vehicles ChiQDM is participating on National Treasury Framework Contract R157 for acquisition of vehicles, this means that the SCA internal processes. The process for acquiring Municipal vehicles will be as follows:	MTOOD 3.2	Open	5 Municipal Vehicles acquired by 30 June 2022	Qtr 1	Acquisition of 2 Municipal vehicles	Qtr 2	Acquisition of 3 Municipal vehicles
Asset Management	To ensure effective delivery of municipal services	Sustainable development and implementation of security	Number of Cluster Security Management Plans developed and implemented	1 The Municipality has undertaken a cluster approach in the promotion of security management services	MTOOD - G	None	None	Qtr 1	Development and implementation of 4 security management plans	Qtr 2	Implementation of 4 security management plans
				2 The sites shall be clustered as follows: -Koram, Winnies, Sterkfontein, Molteno and Tarrased. -Colman's, Tarron and Ngobho. -Casab, Durban, Inanda, Cato and Khowe, and -Hempster, Cadock and Hindeburg							
				3 The Municipality has appointed 4 (four) service providers that shall be responsible for provision of security management services to the above mentioned 4 (four) clustered sites.							
				4 It is a requirement that the service providers conduct security risk assessments in all the sites in consultation with the Water Services Protection Acta Manager or delegated officials that will enable them to develop security management plans.							
				4 As soon as security risk assessments have been undertaken, security risk							



Priority Area	Measurable Objectives	3 YR Outcome	Strategy	KPI	Indicator Descriptions	Proposed Budget Allocation	Indicator Code	Planned Quarterly Targets	SDSIP Annual Target	Baseline	Evidence	
											In State of Environment [Environmental [Circumstances Action areas])	(Reason for Non- Under One Action area)
Administrative	To ensure effective administration support and legal services	Implemented	Council and Adminstrative Support on Legal Services	Number of Administration Support and Legal Services Programmes Implemented	The Legal Services and Administration Unit has two components, which proactively manage 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 or litigation to the Municipality such as PAI requests, decision-making (PPA), legislative policy development (and drafting) and litigations of contracts, and also provides for ways of responding to litigations and PAI matters as and when they arise.	MTOD - 6	Qtr 1 01 Administration support and Legal Services Programmes Implemented	01 Administration support and Legal Services Programmes Implemented by 30 June 2022	01 Local Services Programmes Implemented	Administration Support and Legal Services Programmes Implemented	Administrator	Corporate Services Report
Administrative	To ensure effective administration support and legal services	Implemented	Council and Adminstrative Support on Legal Services	Number of Administration Support and Legal Services Programmes Implemented	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 secretarial support to council structures such as Council, Mayoral Committee and standing committees. Awareness campaigns with various directives 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	Qtr 2 01 Administration support and Legal Services Programmes Implemented	01 Administration support and Legal Services Programmes Implemented	01 Local Services Programmes Implemented	Administration Support and Legal Services Programmes Implemented	Administrator	Corporate Services Report
Administrative	To ensure effective administration support and legal services	Implemented	Council and Adminstrative Support on Legal Services	Number of Administration Support and Legal Services Programmes Implemented	The Council Support sub-unit within the Legal Services & Administration Unit has a duty to provide secretarial duties to Council and other related structures, Council Mayoral Committee, Standing Committees, Municipal Public Account Committee, Risk Management & Job Fair Committee, Audit & Performance Audit Committee, Policy Advocacy Committee, Budget Steering Committee, District Legal Advice Forum, Local Labour Forum, Assets Management Committee (incorporating Fleet, ICT, Records Management, Value Services Procurement and Facilities Management) are secretaries, among others, to which secretarial support is mainly being provided in order to provide secretarial support service to the Council structures, the sub-unit in liaison with the offices of chairpersons of council and various committees prepare agendas, maintain records of meetings (such as minutes, resolutions and administrative reports).	MTOO - 8.1	Qtr 3 01 Administration support and Legal Services Programmes Implemented	Sacreditati Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	01 Local Services Programmes Implemented	Secretariat Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	Administrator	Corporate Services Report
Administrative	To ensure effective administration support and legal services	Implemented	Council and Adminstrative Support on Legal Services	Number of Administration Support and Legal Services Programmes Implemented	In addition, the sub-unit ensure that all reports are stored appropriately and that systems are in place for tracking implementation of decisions. Furthermore, the sub-unit strive to maintain relations between public offices and management on governance and secretariate issues to improve information exchange and understanding of the role of Council and its structures.	MTOO - 8.1	Qtr 4 01 Administration support and Legal Services Programmes Implemented	Sacreditati Administrative support projects implemented to all scheduled (and on request by convenor) to meetings convened by Council Structures	01 Local Services Programmes Implemented	Secretariat Administrative support projects implemented to all scheduled (and on request by convenor) to meetings convened by Council Structures	Administrator	Corporate Services Report
Administrative	To ensure effective administration support and legal services	Not Yet Implemented	Council and Adminstrative Support on Legal Services	Number of Administration Support and Legal Services Programmes Implemented	1. Council has adopted its annual calendar, purple copy of which is to provide a schedule of activities and meetings that the Municipality will priorities in its operations.	MTOO - 8.1	Qtr 1 01 Administration support and Legal Services Programmes Implemented	Sacreditati Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	01 Local Services Programmes Implemented	Secretariat Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	Administrator	Corporate Services Report
Administrative	To ensure effective administration support and legal services	Not Yet Implemented	Council and Adminstrative Support on Legal Services	Number of Administration Support and Legal Services Programmes Implemented	2. The process of development of the Council Calendar involves a consultation process of various stakeholders and documents which are as follows:	MTOO - 8.1	Qtr 2 01 Administration support and Legal Services Programmes Implemented	Sacreditati Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	01 Local Services Programmes Implemented	Secretariat Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	Administrator	Corporate Services Report
Administrative	To ensure effective administration support and legal services	Not Yet Implemented	Council and Adminstrative Support on Legal Services	Number of Administration Support and Legal Services Programmes Implemented	a) DPP Process Plan of the Council, b) MAFM Calendar, c) Office of the Executive Mayor.	MTOO - 8.1	Qtr 3 01 Administration support and Legal Services Programmes Implemented	Sacreditati Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	01 Local Services Programmes Implemented	Secretariat Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	Administrator	Corporate Services Report
Administrative	To ensure effective administration support and legal services	Not Yet Implemented	Council and Adminstrative Support on Legal Services	Number of Administration Support and Legal Services Programmes Implemented	d) Office of the Speaker.	MTOO - 8.1	Qtr 4 01 Administration support and Legal Services Programmes Implemented	Sacreditati Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	01 Local Services Programmes Implemented	Secretariat Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	Administrator	Corporate Services Report
Administrative	To ensure effective administration support and legal services	Not Yet Implemented	Council and Adminstrative Support on Legal Services	Number of Administration Support and Legal Services Programmes Implemented	e) Oversight bodies (SAC, T9 Committees), NPA's offices and other directorates).	MTOO - 8.1	Qtr 1 01 Administration support and Legal Services Programmes Implemented	Sacreditati Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	01 Local Services Programmes Implemented	Secretariat Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	Administrator	Corporate Services Report
Administrative	To ensure effective administration support and legal services	Not Yet Implemented	Council and Adminstrative Support on Legal Services	Number of Administration Support and Legal Services Programmes Implemented	f) In alignment with the relevant chairpersons of council structures. 3. In consultation with the relevant chairpersons of council structures, the management make a decision about which items must be submitted to a certain structure	MTOO - 8.1	Qtr 2 01 Administration support and Legal Services Programmes Implemented	Sacreditati Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	01 Local Services Programmes Implemented	Secretariat Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	Administrator	Corporate Services Report
Administrative	To ensure effective administration support and legal services	Not Yet Implemented	Council and Adminstrative Support on Legal Services	Number of Administration Support and Legal Services Programmes Implemented	4. As soon as reports are prepared, Management submit a agenda items together with the reports to the Council Support sub-unit for the purposes of the preparation of the agenda.	MTOO - 8.1	Qtr 3 01 Administration support and Legal Services Programmes Implemented	Sacreditati Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	01 Local Services Programmes Implemented	Secretariat Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	Administrator	Corporate Services Report
Administrative	To ensure effective administration support and legal services	Not Yet Implemented	Council and Adminstrative Support on Legal Services	Number of Administration Support and Legal Services Programmes Implemented	5. Each item that has been submitted to the Council Support sub-unit is given an item number which is sequential in nature, and thereafter accordingly listed as one of the agenda items.	MTOO - 8.1	Qtr 4 01 Administration support and Legal Services Programmes Implemented	Sacreditati Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	01 Local Services Programmes Implemented	Secretariat Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	Administrator	Corporate Services Report
Administrative	To ensure effective administration support and legal services	Not Yet Implemented	Council and Adminstrative Support on Legal Services	Number of Administration Support and Legal Services Programmes Implemented	6. The Agenda contains an agenda of the chairpersons and delegated responsible support to such structure. For example Council Speaker co-signed by the Municipal Manager, and Chairman of the Committee and or co-signed by either the Municipal Manager or chairman of the Committee for the purposes of signature.	MTOO - 8.1	Qtr 1 01 Administration support and Legal Services Programmes Implemented	Sacreditati Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	01 Local Services Programmes Implemented	Secretariat Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	Administrator	Corporate Services Report
Administrative	To ensure effective administration support and legal services	Not Yet Implemented	Council and Adminstrative Support on Legal Services	Number of Administration Support and Legal Services Programmes Implemented	7. In addition, the Agenda contains the dates, venues (whether physical or virtual) and times of the meetings together with details of items to be considered by a particular structure.	MTOO - 8.1	Qtr 2 01 Administration support and Legal Services Programmes Implemented	Sacreditati Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	01 Local Services Programmes Implemented	Secretariat Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	Administrator	Corporate Services Report
Administrative	To ensure effective administration support and legal services	Not Yet Implemented	Council and Adminstrative Support on Legal Services	Number of Administration Support and Legal Services Programmes Implemented	8. Upon completion of the Agenda, the Council Support sub-unit submits same to the chairpersons of a particular structure and the manager with delegated powers (be it either the Municipal Manager or section 5G Manager or chairman of the Committee) for the purposes of signature.	MTOO - 8.1	Qtr 3 01 Administration support and Legal Services Programmes Implemented	Sacreditati Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	01 Local Services Programmes Implemented	Secretariat Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	Administrator	Corporate Services Report
Administrative	To ensure effective administration support and legal services	Not Yet Implemented	Council and Adminstrative Support on Legal Services	Number of Administration Support and Legal Services Programmes Implemented	9. Upon the signing of the Agenda, it is circulated to all the members and the technical support officers of a particular structure.	MTOO - 8.1	Qtr 4 01 Administration support and Legal Services Programmes Implemented	Sacreditati Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	01 Local Services Programmes Implemented	Secretariat Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	Administrator	Corporate Services Report
Administrative	To ensure effective administration support and legal services	Not Yet Implemented	Council and Adminstrative Support on Legal Services	Number of Administration Support and Legal Services Programmes Implemented	10. On the day of the meeting, if there is physical attendance, the Council Support team ensures that all attendees in the meeting sign in attendance register while the chairpersons of all the meetings do a roll-call and all staff assister	MTOO - 8.1	Qtr 1 01 Administration support and Legal Services Programmes Implemented	Sacreditati Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	01 Local Services Programmes Implemented	Secretariat Administrative support projects implemented to all meetings convened (and on request by convenor) to meetings convened by Council Structures	Administrator	Corporate Services Report



Priority Area	Measurable Objectives	Strategy Outcome	KPI	Indicator Descriptions	Initiatory Code	Programme Budget Allocation	Baseline	SDBIP Annual Target	Planned Quarterly Targets	Reason for Non-/Over Achievement	Evidence	Conclusion
				Number of Record Management projects implemented	M TOC - 8.2	Q1/Q2				1 File Plan Awareness Campaigns & Quarterly Reports, Attendance registers, 2 Records Disposal report completed and submitted a Q1&Q3's Records	Director Corporate Services	
				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	M TOC - 8.2	Q1/Q2	02 Record Management projects implemented [1] 1 File Plan Awareness campaigns conducted (2) 1 Records Disposal reports completed and submitted (Identifying and listing of Records for Disposal process)	Qtr 1	2 Record Management projects implemented [1] 1 File Plan Awareness campaigns conducted by 30 June 2022	1 File Plan Awareness Campaigns & Quarterly Reports, Attendance registers, 2 Records Disposal report completed and submitted a Q1&Q3's Records	Director Corporate Services	
					M TOC - 8.2	Q1/Q2				1 File Plan Awareness Campaigns & Quarterly Reports, Attendance registers, 2 Records Disposal report completed and submitted a C1&C3's Records Disposal Reports, Listing of Records	Director Corporate Services	
					M TOC - 8.2	Q1/Q2				1 File Plan Awareness Campaigns & Quarterly Reports, Attendance registers, 2 Records Disposal report completed and submitted a C1&C3's Records Disposal Reports, Listing of Records	Director Corporate Services	
				Number of File Plan Awareness campaigns conducted	M TOC - 8.21	Q1/Q2				1 File Plan Awareness campaigns conducted by 30 June 2022	Director Corporate Services	
				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 basis to different department	M TOC - 8.21	Q1/Q2				1 File Plan Awareness campaigns conducted	Director Corporate Services	
					M TOC - 8.22	Q1/Q2				1 File Plan Awareness campaigns conducted by 30 June 2022	Director Corporate Services	
				Records Disposal entails identification of records for the purpose of transfer either to Provincial Archives or destruction of Ephemerical records. A report will be compiled which will show which document were disposed, when & why they disposed and in terms of which disposal authority. This reports will be conducted on a quarterly base	M TOC - 8.22	Q1/Q2				1 Records Disposal reports completed and submitted By 30 June 2022	Director Corporate Services	
				Number of Records Disposal reports completed and submitted	M TOC - 8.22	Q1/Q2				1 Records Disposal reports completed and submitted (Q1&Q3's Records)	Director Corporate Services	
					M TOC - 8.3	Q1/Q2				1 Records Disposal reports completed and submitted (Q1&Q3's Records)	Director Corporate Services	
				Legal Services Projects Implemented	M TOC - 8.3	Q1/Q2	03 Legal Services Projects Implemented		1 Response to requests for access to information received by the Municipality.	Director Corporate Services		
					M TOC - 8.3	Q1/Q2			2.Response to all New Litigation Cases against the Municipality.	Director Corporate Services		
					M TOC - 8.3	Q1/Q2			3. Response to requests for access to information received by the Municipality.	Director Corporate Services		
					M TOC - 8.3	Q1/Q2			4. Response to all New Litigation Cases against the Municipality.	Director Corporate Services		
				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:	M TOC - 8.3	Q1/Q2						
				a) Proactive Legal Support Services;	M TOC - 8.3	Q1/Q2						
				b) Stakeholder Consultation;	M TOC - 8.3	Q1/Q2						
				c) Litigation Risk Mitigation; and	M TOC - 8.3	Q1/Q2						
				d) Capacity Building.	M TOC - 8.3	Q1/Q2						
				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 a rise to litigation. Litigation Management Projects entails the implementation of three activities namely:	M TOC - 8.3	Q1/Q2						
				a) Litigation awareness activities;	M TOC - 8.3	Q1/Q2						
				b) Response to all New Litigation Cases received by the Municipality;	M TOC - 8.3	Q1/Q2						
				c) Response to all New Litigation Cases against the Municipality.	M TOC - 8.3	Q1/Q2						

Priority Area	Measurable Objectives	STR Outcome	Strategy	KPI	Indicator Descriptions	Indicator Code	Programme Budget Allocation	Baseline	SDBIP Annual Target	Planned Quarterly Targets	(Reason for Non-, Under/Over Achievement)	Evidence	Custodian	
LOCAL ECONOMIC DEVELOPMENT	GOAL 5	Improved regional economy	Implementation of EPWP Programme	Number of work opportunities created through EPWP	Expanded Public Works Programme created for the purposes of creating jobs and addressing Unemployment and Fighting Poverty. These are done amongst others by service delivery departments e.g. PED, Engineering, Health and Community Services. Corporate Services department and eGHD also are implemented on various projects that are undertaken within Sipandu and its beneficiaries that are identified by various project beneficiaries and as well relevant Councillors with the district. Sipandu is paid to beneficiaries for the agreed contract between the CHDM and those beneficiaries for the agreed period	LED - 8	1842 work opportunities created through EPWP	1791 work opportunities created through EPWP	Qtr 1 Qtr 2 Qtr 3 Qtr 4	510 Work opportunities created through EPWP 610 Work opportunities created through EPWP 610 Work opportunities created through EPWP	Quarterly reports on EPWP work opportunities created	Director: Strategic Management Services		
					2 Method of calculation = Sum x1 programme will be implemented with different activities as stipulated in the Business plan/proposal each quarter 3. Source documents =	LED - B - 4	40 EPWP work opportunities created	40 EPWP work opportunities created	Qtr 1 Qtr 2 Qtr 3 Qtr 4	40 EPWP work opportunities created	Quarterly Report on EPWP	Director Corporate Support Services		
INFRASTRUCTURE & LAND USE	GOAL 5	To Ensure an Efficient and Co-ordinated Financial Management that Enables CHDM to deliver its Mandate	Indicator Descriptions	Indicator Code	Programme Budget Allocation	Baseline	SDBIP Annual Target				(Reason for Non-, Under/Over Achievement)	Evidence	Custodian	
BROADER OBJECTIVE 5	Measurable Objectives	Outcome	Strategy	KPI		FAY - 1.1	1 Funded budget 2020/21 compiled and approved by 30 June 2022	Qtr 1	contribute to the 1st adjustment budget compilation and submit to BTO for consideration	Qtr 1	Proof of submission	Director Corporate Support Services		
								Qtr 2 Qtr 3 Qtr 4	N/A contribute to compilation of 2 budgets and submit to BTO for consideration (2nd Budget Adjustment 2021/22 and Draft Budget 2022/23 financial year)	N/A	Proof of submission			
BUDGET PLANNING	Ensure sound financial management	Compliance of Budgets and MFMA	Number of funded budgets and MFMA monitoring reports	Number of funded budgets and approved and approved	Municipal Finance Management Act 56 of 2003 Section 16 prescribes that the municipality must for each financial year approve an Annual Budget Section 16 of the Local Government Finance Management Act (LGFMA) prescribes that the council of a municipality must for each financial year approve an annual budget for the municipality before the start of the financial year Section 68 of the MFMA assigns the Accounting Officer the responsibility of assisting the Mayor in performing the budgetary functions assigned to the latter in terms of Chapters 4 and 7 In terms of the MFMA section 16(2), the Mayor of a municipality must table an annual budget at Council meeting at least 90 days before the start of the budget year	FAY - 3.1	Procurement plan developed and implemented	Q1	Procurement plan developed and implemented by 30 June 2022	Q1	Implementation of 1 procurement plan facilitated	Q1	Report on the implementation of the procurement plan	Director Corporate Support Services
SUPPLY CHAIN MANAGEMENT	Ensure sound financial management	Sound Financial Management and compliance with legislation	Number of SCM implementation	Procurement plan developed and implemented	Procurement plan developed and implemented by 30 June 2022	Q1	Implementation of 1 procurement plan facilitated	Q2	Implementation of 1 procurement plan facilitated	Q2	Report on the implementation of the procurement plan	Director Corporate Support Services		
								Q3	Implementation of 1 procurement plan facilitated	Q3	Report on the implementation of the procurement plan	Director Corporate Support Services		
								Q4	Implementation of 1 Procurement plan facilitated 1. Contribute to the Development of procurement plan for 2022/23 and submit	Q4	Report on the implementation of the procurement plan	Director Corporate Support Services		
								1 Deviation register registered and maintained	1 x Deviation register compiled and submitted	Q1	Quarterly Report on the compilation and submission of Deviation register	Director Corporate Support Services		
								Q2	1 x Deviation register compiled and submitted	Q2	Quarterly Report on the compilation and submission of Deviation register	Director Corporate Support Services		
								Q3	1 x Deviation register compiled and submitted	Q3	Quarterly Report on the compilation and submission of Deviation register	Director Corporate Support Services		
								Q4	1 x Deviation register compiled and submitted	Q4	Quarterly Report on the compilation and submission of Deviation register	Director Corporate Support Services		



Industry Area	\$ YR Outcome	Strategy	KPI	Indicator Descriptions	Indicator Code	Programme Budget Allocation	Baseline	SDGIP Annual Target	Planned Quarterly Targets	Reason for Non, Under/Over Achievement	Evidence	Classification
EXPENDITURE MANAGEMENT	Ensure sound financial management	Sound financial management office in line with legislation	% adherence to % days payment of valid invoices by the due date	All municipalities should adhere to 95% of MfN MA, which states that all invoices should pay within 30 days of receipt of correct information. In terms of section 66 of MFIAA, the Accounting officer of the municipality must report to council all expenditure for adherence to 30 days payment of valid invoices by the due date. The due date will be as follows:	FMV - 4.1	OPEN			100% adherence to 5 days submission of all valid supplier invoices by the departments to BTO	Report on the adherence to 30 days payment of valid invoices. (Monthly creditors & suppliers report to the system)	Report on the adherence to 30 days payment of valid invoices. (Monthly creditors & suppliers report to the system)	Director Corporate Support Services
BROAD STRATEGIC OBJECTIVE 6: To create an efficient, effective, accountable and performance-oriented Administration				1. All invoices received are recorded in an invoice register and captured in the system. 2. monthly reconciliations are prepared from the invoices (registration), capturing and payment of balances					100% adherence to 5 days submission of all valid supplier invoices by the departments to BTO			
Municipal Support	To empower citizens through communication, public participation and stakeholder engagement.	Informed stakeholders	Number of IGR Forum conducted	1. Convening Of Technical IGR Forum (The DINAFO IGR Strategy guides that quarterly IGR Forums should be held. The Technical IGR subcommittee is a subcommittee of the DINAFO. There is a flow of reporting between these forums. The DINAFO being the higher structure, the IGR Forum stakeholders are the Sector Departments, Local Municipalities, and government Entities and government Entities) 2. Method of calculation = 1 programme will be implemented with different actions as required in the Business plan/proposal each quarter	GGRP - 2.4	OPEN			100% adherence to 30 days of registration, capturing and payment of balances	Attendance register	Attendance register	Director Corporate Support Services
PLANNING			Number of IGP Rep forums conducted	3 Source documents = Action Minutes and Attendance Register	GGRP - 2.11	OPEN			100% Response to internal audit RRFs and resolving issues raised	Resolution register, attendance register minutes	Resolution register, attendance register minutes	Director Corporate Support Services
Internal Audit	To ensure clean administration and accountable governance	Good Governance	Number of Risk based Internal Audit Plan developed and implemented	Development and implementation of the improved risk based internal audit operational plan, based on documented risk assessment undertaken by management at least annually. The risk based plan implements the following: 1. Risk Based Audit 2. Mandatory audits, 3. Follow up audit & Add-on audit 5. Consulting engagements. The process for the development and implementation of Risk based Internal Audit Plan will be as follows:	GGRP - 5	270,000.00	1 Risk Based Internal Audit Plan implemented		100% Response to internal audit RRFs and resolving issues raised	Quarterly audit reports on internal audit RRFs and resolving issues raised	Quarterly audit reports on internal audit RRFs and resolving issues raised	Director Corporate Support Services
Risk Management			Number of Risk Management Framework completed and submitted	1 methodical and operational risks 2 inputs of HOD's and audit immediate 3 Source documents = Approved risk based internal audit plan, internal audit quantum progress reports, engagement letters	GGRP - 6.1				100% Response to internal audit RRFs and resolving issues raised	1 Risk Management Monitoring report compiled and submitted by 30 June 2022	1 Risk Management Monitoring report compiled and submitted by 30 June 2022	Director Corporate Support Services
			Number of Risk Assessments completed and submitted	Quarterly - risk monitoring reports are reported that the risk committee champion report on to the council. The process for the compilation and submission of Risk Management Monitoring report will be as follows: 1 Develop a monitoring tool for directors to update implementation of risk mitigation measures 2 Upon receiving the monitoring tool, POE's are evaluated and risk management report is consolidated 3 Risk management report is submitted to risk management committee for consideration 4 Risk assessment conducted	GGRP - 6.3				1 Risk Management Monitoring report compiled and submitted by 30 June 2022	1 Risk Management Monitoring report compiled and submitted by 30 June 2022	1 Risk Management Monitoring report compiled and submitted by 30 June 2022	Director Corporate Support Services

Priority Area	Measurable Objectives	S.Y.R Outcomes	Strategy	KPI	Indicator Descriptions	Indicator Code	Programme Budget Allocation	Baseline	SDBIP Annual Target	Planned Quarterly Targets	W. Case of Any private actions taken (including corrective actions)	Evidence	Correlation		
PMS	Improved Service Delivery	Implementation of PMS Framework			1. Identification of objectives from the draft IDP 2. identification of strategic and operational tasks translating the achievement of the IDP objectives. 3. rating of the risk in terms of impact and likelihood - 4. identification of the existing controls intended to minimize the risk. 5. analyses the effectiveness of the existing controls 6. identification of action plans to resolve the existing controls.	GCP-7.1.1			Qtr 2 N/A	Qtr 3 N/A	Qtr 4 Contribute to the development of the Risk Assessments report	Proof of Risk mission	Director Corporate Support Services		
					2. Method of calculation = 1. Programme will be implemented with different activities as specified in the Business Impact Analysis each quarter 3. Source documents.							Proof of submission	Director Corporate Support Services		
					Quarterly - performance reviews are done in order to ensure that early warnings of underperformance are detected and then mechanisms are put in place where such underperformance is recorded. The reviews are conducted per department by way of submission of a report and evidence that supports the report.	GCP-7.1.1		4 Quarterly Performance Review	Qtr 1 Submitted in line with the PMS Framework	Qtr 2 Quarterly Performance Report conducted by 30 June 2022	Qtr 3 1 Quarterly Performance Report submitted in line with the PMS Framework	Qtr 4 Quarterly Performance Report submitted in line with the PMS Framework	N/A	Director Corporate Support Services	
					Number of SDBIP developed and submitted	GCP-7.1.2		2 SDBIP developed and submitted by 30 June 2022	Qtr 1 N/A	Qtr 2 N/A	Qtr 3 contribute to the Reviewed of the SDBIP and submitted	Qtr 4 Contribute to the SDBIP development and submitted	N/A	Director Corporate Support Services	
					The municipality develops a Service Delivery and Budget Implementation Plan (SDBIP) on an annual basis, which is to give effect to the integrated Development Plan (IDP) and also budget of the municipality. This document must be signed by the Mayor 28 day after the approval of the IDP and Budget. It provides the basis for measuring performance in the delivery of services. After six months of the financial year the municipality must assess and review the performance of the institution to determine whether there is a need to revise its SDBIP in order to meet the target goals.	GCP-7.1.3			2 statutory performance reports completed and submitted by 30 June 2022	Qtr 1 N/A	Qtr 2 N/A	Qtr 3 Contribute to the development of the Section 72 report and submit	Qtr 4 N/A	Proof of submission	Director Corporate Support Services
					Number of Statutory performance reports completed and submitted									Proof of submission	
					Every municipality is required to produce a statutory performance reports (Draft annual report, draft annual performance report) These reports seeks to provide a record of the activities that the municipality has undertaken during the year under review and also provides a report of the performance of the municipality against the budget, to assess the extent to which the priorities of Council were implemented and which were achieved. The report will be developed by the unit and submitted to council for approval and to the office of the Auditor General									Proof of submission	
					Development and review of Creditable plans	GSP-12.1	R500,000	1 CHDM 2022 Qtr 1	N/A					Proof of submission	
Planning					Number CHDM 2021-2022 IDP renewed and adopted									Proof of submission	
					Development and implementation of Creditable plans aligned to NDP 2030									Proof of submission	

SIGNED BY : DIRECTOR CORPORATE SERVICES : Y.B. MATAKANE - DAKUSE