



CHRIS HANI
DISTRICT MUNICIPALITY
SUSTAINING GROWTH
THROUGH OUR PEOPLE

ANNUAL PERFORMANCE AGREEMENT

Prepared for and entered into by:

Mr Moppo, A. Mene

the Municipal Manager of the

CHRIS HANI DISTRICT MUNICIPALITY

("the Municipal Manager")

and

Ms N. Fetsha

the Chief Financial Officer at the

CHRIS HANI DISTRICT MUNICIPALITY

("the Manager")

for the financial year:

1 July 2015 to 30 June 2016

Handwritten initials: NF

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 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 Manager for a period of 5 years, commencing on 1 November 2014.
- 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 Manager to a set of outcomes that will 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.
- 1.5 In this Agreement the following words will have the meaning ascribed thereto:

"This Agreement"- means the performance agreement between the Municipality and the Manager and the annexures thereto.

"The Executive Authority"- means the Mayoral Committee of the Municipality constituted in terms of Section 55 of the Local Government: Municipal Structures Act as represented by its chairperson, the Executive Mayor.

"The Manager"- means the Chief Financial Officer who is directly accountable to the Municipal Manager in terms of Section 56(a) of the Systems Act.

The Municipal Manager"- means the Municipal Manager appointed in terms of Section 82 of the Local Government: Municipal Structures Act, No. 117 of 1998.

"The Municipality"- means the CHRIS HANI DISTRICT MUNICIPALITY.

"The Parties"- means the Municipal Manager and the Chief Financial Officer.

2. PURPOSE OF THIS AGREEMENT

1.6 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 Manager and to communicate to the Manager the Municipality's expectations of the Manager'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 the Manager for permanent employment and/or to assess whether the Manager has met the performance expectations applicable to his/her job;
- 2.1.6. Appropriately reward the Manager 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 Manager in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 Notwithstanding the date of signature this Agreement will commence on **1 July 2015** and will 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
- 3.2 The Parties will review the provisions of this Agreement during June each year. The Parties will conclude a new performance agreement including a Performance Plan and Personal Development Plan that replaces this Agreement at least once a year by not later than the 31st of July each year.
- 3.3 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter annual performance assessment as informed by the quarterly performance assessments. Should the Manager be entitled to a bonus, this will be paid out after approval by Council and not later than sixty (60) days thereafter in the Manager's salary for a month that shall be applicable.
- 3.4 The payment of a performance bonus for the year in which the Manager's contract of employment expires will be done as set out in clause 3.3 and the bonus so determined will be paid to the Manager on the last day of his/her employment or not later than 30 days thereafter.

- 3.5 In the event of the Manager commencing or terminating his services with the Municipality during the validity period of this Agreement, the Manager's performance for the portion of the period referred to in clause 3.1 during which he was employed, will be evaluated and he will be entitled to a pro rata performance bonus based on his evaluated performance and the period of actual service.
- 3.6 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon by the Parties.
- 3.7 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 immediately be revised.
- 3.8 This Agreement will terminate on the termination of the Manager'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 Manager; and
- 4.2 The Personal Development Plan in **Annexure B** sets out the Manager's personal developmental requirements in line with the objectives and targets of the Municipality.
- 4.3 The Core Management Competencies reflected in **Annexure C** set out those management skills regarded as critical to the position held by the Manager.
- 4.4 The performance objectives and targets reflected in **Annexure A** are set by the Municipality in consultation with the Manager and based on the Integrated Development Plan and 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 Manager's performance will, 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 Manager agrees to participate in the performance management system that the Municipality adopts or introduces for the municipal management and municipal staff of the Municipality.
- 5.2 The Manager accepts that the purpose of the performance management system will 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 Executive Authority and/or Municipal Manager will consult the Manager about the specific performance standards that will be included in the performance management system as applicable to the Manager.
- 5.4 The Manager 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 Manager's responsibilities within the local government framework.

6. PERFORMANCE ASSESSMENT

- 6.1 The performance of the Manager will be assessed against the outputs and outcomes achieved in terms of his/her Key Performance Areas (KPA's) 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 Manager account for 80% of his/her assessment while the CMCs make up the other 20% of the Manager's assessment score.
- 6.2 The weightings agreed to in respect of the Manager's KPAs attached as Annexure A are set out in the table below:

KEY PERFORMANCE AREAS (KPA'S)	WEIGHT
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	95%
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	5%
Total	100%

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

LEADING COMPETENCIES	
SECTION	COMPETENCIES
1. Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness
2. People Management	<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute management
3. Program and Project Management	<ul style="list-style-type: none"> • Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation
4. Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring
5. Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation
6. Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Cooperative Governance
CORE COMPETENCIES	
Moral Competence	
Planning and Organising	
Analysis and Innovation	
Knowledge and Information Management	
Communication	
Results and Quality Focus	

- 6.4 The assessment of the performance of the Manager will be based on the following levels for KPAs and CMCs:

LEVEL	TERMINOLOGY	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 PA 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 PA and Performance Plan.
2	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 the key performance criteria and indicators as specified in the PA 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 PA 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 scale did the Manager achieve for each KPA the following criteria should be used:

Duration of task	- Was the target achieved within the projected time frame?
Level of Complexity	- Required problem solving - Reconciling different perceptions - Innovative alternatives used

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

7. PANEL AND SCHEDULE FOR PERFORMANCE ASSESSMENTS

7.1 An assessment panel consisting of the following persons will be established:

- 7.1.1 The Municipal Manager
- 7.1.2 Chairperson of the Audit Committee
- 7.1.3 Member of the Mayoral Committee
- 7.1.4 Municipal Manager from another Municipality

7.2 In addition an assessment will also be done by:

- 7.2.1 The Municipal Manager
- 7.2.2 The Manager (own assessment)
- 7.2.3 Fellow Section 57 Managers

7.3 The performance of the Manager will be assessed in relation to his/her achievement of:

- 7.3.1 The targets indicated for each KPA in Annexure A;
- 7.3.2 The CCRs as defined in clause 6.3 of this agreement on a date to be determined for each of the following quarterly periods:

1 st Quarter	-	July to September
2 nd Quarter	-	October to December
3 rd Quarter	-	January to March
4 th Quarter	-	April to June

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

7.5 The Municipality will keep a record of the mid-year and annual assessment meetings.

7.6 The Municipality may appoint an external facilitator to assist with the annual assessment.

8. EVALUATING PERFORMANCE AND THE MANAGEMENT OF EVALUATION OUTCOMES

8.1 The Manager will submit quarterly performance reports and a comprehensive annual performance report prior to the performance assessment meetings to the Municipal Manager.

8.2 The Municipal Manager will give performance feedback to the Manager after each quarterly and the annual assessment meetings.

- 8.3 The evaluation of the Manager's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 8.4 At the end of the 4th quarter, the Executive Authority will determine if the Manager 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.
- 8.5 The results of the annual assessment and the scoring report of the Manager for the purposes of bonus allocation, if applicable, will be submitted to the Executive Authority for a recommendation to the full Council.
- 8.6 Personal growth and development needs identified during any performance assessment discussion, must be documented in the Manager'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 Manager's performance at any stage while his/her contract of employment remains in force.
- 8.8 The Municipal Manager will be entitled to review and make reasonable changes to the provisions of **Annexure "A"** from time to time for operational reasons. The Manager will be fully consulted before any such change is made.
- 8.9 The provisions of **Annexure "A"** may be amended by the Executive Authority 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 The evaluation of the employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 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 –
- (a) A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
 - (b) 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 will create an enabling environment to facilitate effective performance by the Manager.
- 9.2 The Manager will be provided with access to skills development and capacity building opportunities.
- 9.3 The Municipality will work collaboratively with the Manager to solve problems and generate solutions to common problems that may impact on the performance of the Manager.
- 9.4 The Municipality will make available to the Manager such resources including employees as the Manager 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 will at all times remain the responsibility of the Manager to ensure that he/she complies with those performance obligations and targets.
- 9.5 The Manager will 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 Executive Authority and / or Municipal Manager agrees to consult the Manager within a reasonable time where the exercising of the Executive Authority's and / or Municipal Manager's powers will –
 - 10.1.1 Have a direct effect on the performance of any of the Manager's functions;
 - 10.1.2 Commit the Manager to implement or to give effect to a decision made by the Executive Authority and/or Municipal Manager; and
 - 10.1.3 Have a substantial financial effect on the Municipality.
- 10.2 The Municipal Manager agrees to inform the Manager 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 Manager to take any necessary action without delay.

11. CONSEQUENCE OF UNACCEPTABLE OR POOR PERFORMANCE

- 11.1 Where the Municipal Manager is, at any time during the Manager's employment, not satisfied with the Manager's performance with respect to any matter dealt with in this Agreement, the Municipal Manager will give notice to the Manager to attend a meeting with the Municipal Manager.
- 11.2 The Manager will have the opportunity at the meeting to satisfy the Municipal Manager of the measures being taken to ensure that the Manager's performance becomes satisfactory in accordance with a documented programme, including any dates, for implementing these measures.

- 11.3 The Municipality will provide systematic remedial or developmental support to assist the Manager 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 Manager is not satisfactory, the Municipal Council will, 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 Manager, take steps to terminate the Manager's employment in accordance with the notice period set out in the Manager's contract of employment.
- 11.5 Where there is a dispute or difference as to the performance of the Manager under this Agreement, the Parties will 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 Manager's contract of employment with or without notice for any other breach by the Manager of his obligations to the Municipality or for any other valid reason in law.

12. DISPUTES

- 12.1 In the event that the Manager is dissatisfied with any decision or action of the Executive Authority and/or Municipal Manager in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Manager has achieved the performance objectives and targets established in terms of this Agreement, the Manager may meet with the Municipal Manager with a view to resolving the issue. At the Manager's request the Municipal Manager will record the outcome of the meeting in writing.
- 12.2 In the event that the Manager remains dissatisfied with the outcome of that meeting, he/she may raise the issue in writing with the Executive Mayor. The Executive Mayor will determine a process within 4 (four) weeks for resolving the issue, which will involve at least providing the Manager with an opportunity to state his case orally or in writing before the Executive Mayor. At the Manager's request, the Executive Mayor will record the outcome of the meeting in writing. The final decision of the Executive Mayor on the issue will be made within 6 (six) weeks of the issue being raised with the latter and will, subject to common law and applicable labour law, be final.
- 12.3 If any dispute about the nature of the Manager's performance agreement whether it relates to key responsibilities, priorities, methods of assessment or any other matter provided for cannot be resolved through an internal mechanism as contemplated above, the dispute will be mediated by the MEC for local government in the province or any other person appointed by the MEC within 30 days of receipt of a formal dispute from the Manager.

- 12.4 In the event that the mediation process contemplated above fails, the relevant arbitration clause of the contract of employment will apply.


13. GENERAL

- 13.1 The contents of this Agreement and the outcome of any review conducted in terms of Annexure "A" will not be confidential, and may be made available to the public by the Municipality, where appropriate.
- 13.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Manager in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

W.K.
ME

Signed at Queenstown on this 1 day of July 2015.

As Witnesses:


1. 
.....
2. 
.....


.....
Municipal Manager of the
CHRIS HANI DISTRICT MUNICIPALITY

Signed at Queenstown on this 01 day of July 2015.

As Witnesses:

1. 
.....
2. 
.....


.....
Chief Financial Officer of the
CHRIS HANI DISTRICT MUNICIPALITY



ANNEXURE A: PERFORMANCE PLAN

NAME	Nomfundo	SURNAME	Fetsha
POST NAME Chief Financial Officer			
DEPARTMENT	Finance	SECTION	N/A



INDIVIDUAL KEY PERFORMANCE AREAS [80%]

KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT (95%)

REF	INDICATOR	TARGET
FMV - 1	Debt coverage	Less than 56%
FMV - 2	Cost Coverage	7:1
FMV - 3	Number of GRAP compliant Annual Financial Statements submitted to the Council and the Auditor General	2
FMV - 4	Liquidity Ratio	2:1
FMV - 5	Number of GRAP compliant Fixed Asset Registers submitted	1
FMV - 6	Percentage of budget (capex and opex) spent	90%
FMV - 7	The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	100%
FMV - 8	Number of Section 71 reports submitted to the Mayor and Treasury	12
FMV - 9	Number of Section 52 reports submitted to Mayor and Treasury	3
FMV - 10	Number of Section 72 reports submitted to Council and Treasury	1
FMV - 11	Number of budgets submitted to council for approval	4
FMV - 12	Average number of days to pay creditors	30 days
FMV - 13	Percentage employee costs (including Councillor remuneration) to operating expenditure	35%
FMV - 14	The number of households earning less than R1100 per month with access to free basic services (water and sanitation);	6,000
FMV - 15	Outstanding Service Debtors to Revenue	50%
FMV - 16	Percentage compliance with SCM Turnaround times	80%
FMV - 17	Percentage of new contracts (FY 2015/16) complying with contract terms and conditions	100%
FMV - 18	Number of SCM Reports submitted to Council and Treasury	4
FMV - 19	Percentage of financial systems integrated	80%
FMV - 20	Percentage implementation with SCOA	50%

Handwritten signature/initials



KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION (5%)

REF	INDICATOR	TARGET
GGPP – 19	% attendance of issues raised by the Auditor General (external audit)	100%
GGPP – 20	% attendance of internal audit queries per quarter	100%
GGPP – 21	Number of quarterly performance reports and evidence files submitted by June 2016	4
GGPP – 22	% Implementation of risk recommendations as per departmental risk register by June 2015	100%



ANNEXURE C: CORE MANAGEMENT COMPETENCIES

CORE COMPETENCY REQUIREMENTS [20%]

LEADING COMPETENCIES	
1. Strategic Direction and Leadership	<ul style="list-style-type: none">• Impact and Influence• Institutional Performance Management• Strategic Planning and Management• Organisational Awareness
2. People Management	<ul style="list-style-type: none">• Human Capital Planning and Development• Diversity Management• Employee Relations Management• Negotiation and Dispute management
3. Program and Project Management	<ul style="list-style-type: none">• Program and Project Planning and Implementation• Service Delivery Management• Program and Project Monitoring and Evaluation
4. Financial Management	<ul style="list-style-type: none">• Budget Planning and Execution• Financial Strategy and Delivery• Financial Reporting and Monitoring
5. Change Leadership	<ul style="list-style-type: none">• Change Vision and Strategy• Process Design and Improvement• Change Impact Monitoring and Evaluation
6. Governance Leadership	<ul style="list-style-type: none">• Policy Formulation• Risk and Compliance Management• Cooperative Governance



CORE COMPETENCIES
Moral Competence
Planning and Organising
Analysis and Innovation
Knowledge and Information Management
Communication
Results and Quality Focus

Signed at: QUEENSTOWN

Employee: NOMFUNDO FETSHA

Supervisor: [Signature]

Date: 1 OCT 2015