



# **ANNUAL PERFORMANCE AGREEMENT**

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**Prepared for and entered into by:**

**Mr Moppo, A. Mene**  
**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:**  
**1 July 2017 to 30 June 2018**

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## PROLOGUE

- 1.1. The Municipality has, in terms of Section 57(1)(a) of the Local Government: Municipal Systems Act, No. 32 of 2000 ("the Systems Act") entered into a contract of employment with the Director for a period of 5 years, commencing on 1<sup>st</sup> November 2012
- 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 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. INTERPRETATION

- 1.5. In this Agreement the following words will 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 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.
  - 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.

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## **2. PURPOSE OF THIS AGREEMENT**

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

- 2.1.1. comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Systems Act as well as the contract of employment entered into between the Parties;
- 2.1.2. specify objectives and targets established for the Director and to communicate to the Director the Municipality's expectations of the Director's performance and accountability;
- 2.1.3. specify accountabilities as set out in Annexure A;
- 2.1.4. monitor and measure performance against targeted outputs and outcomes;
- 2.1.5. use Annexures A, B and C, as a basis for assessing the Director for permanent employment and/or to assess whether the Director has met the performance expectations applicable to his/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 will commence on the **1<sup>st</sup> of July 2017** 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 31<sup>st</sup> of July each year.

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- 3.3. The payment of the performance bonus is determined by the performance score obtained during the annual performance assessment as informed by the quarterly performance assessments. Should the Director be entitled to a bonus, this will be paid out after approval by Council and not later than sixty (60) days thereafter in the Director's salary for a month that shall be applicable.
- 3.4. The payment of a performance bonus for the year in which the Director'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 Director on the last day of his/her employment or not later than 30 days thereafter.
- 3.5. In the event of the Director commencing or terminating his services with the Municipality during the validity period of this Agreement, the Director's performance for the portion of the period referred to in clause 3.1 during which he/she was employed, will be evaluated and he/she 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 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 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 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 Director'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 Director 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 Director 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 Director about the specific performance standards that will 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.
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## 6. PERFORMANCE ASSESSMENT

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

6.2. The weightings agreed to in respect of the Director's KPAs attached as **Annexure A** are set out in the table below:

KEY PERFORMANCE AREA	DESCRIPTION	WEIGHT
KPA 1	Municipal Transformation and Organisational Development	75%
KPA 2	Basic Service Delivery	
KPA 3	Local Economic Development	5%
KPA 4	Financial Management and Viability	10%
KPA 5	Good Governance and Public Participation	10%

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

#### LEADING COMPETENCIES

NO	COMPETENCY AREA	DEFINITION	ACHIEVEMENT LEVEL	WEIGHT
1	Strategic Leadership and Management	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate	Advanced	10%
2	People Management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	Advanced	10%
3	Programme and Project Management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives	Advanced	5%
4	Financial Management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	Advanced	5%
5	Change Leadership	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	Advanced	10%
6	Governance Leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	Advanced	10%

#### CORE COMPETENCIES

NO	COMPETENCY AREA	DEFINITION	ACHIEVEMENT LEVEL	WEIGHT
1	Morale Competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	Advanced	5%
2	Planning and Organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	Advanced	10%
3	Analysis and Innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives	Advanced	10%
4	Knowledge and Information Management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	Advanced	5%
5	Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome	Advanced	10%
6	Results and Quality Focus	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	Advanced	10%
TOTALS				100%

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6.4. The assessment of the performance of the Director will 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

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## **7. PANEL AND SCHEDULE FOR 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, a pre-assessment will be done by:

7.2.1. The Municipal Manager

7.2.2. The Director (own assessment)

7.3. The performance of the Director 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:

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

The Annual Performance Assessment will be conducted upon approval of the Annual Report

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

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

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## **8. EVALUATING PERFORMANCE AND THE MANAGEMENT OF EVALUATION OUTCOMES**

- 8.1. The Director will 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 will give performance feedback to the Director after each quarterly and the annual assessment meetings.
- 8.3. The Director will be subjected to the performance evaluation panel at the end of the financial year for assessing the performance during the year
- 8.4. The panel evaluation of the Director's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 8.5. At the end of the 4<sup>th</sup> quarter, the Executive Authority will 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, will be submitted to the Executive Authority for a recommendation to the full Council.
- 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. 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 Director will be fully consulted before any such change is made.
- 8.10. 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.

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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 will create an enabling environment to facilitate effective performance by the Director.

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

9.3. The Municipality will 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 will 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 will 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 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 Director 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 Director's functions;

10.1.2. commit the Director to implement or to give effect to a decision made by the Executive Authority 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 will give notice to the Director to attend a meeting with the Municipal Manager.

11.2. The Director will 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 will 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 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 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 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 Director's contract of employment with or without notice for any other breach by the Director of his obligations to the Municipality or for any other valid reason in law.


## **12. DISPUTES**

12.1. In the event that the Director is dissatisfied with 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 Director has achieved the performance objectives and targets established in terms of this Agreement, the Director may meet with the Municipal Manager with a view to resolving the issue. At the Director's request the Municipal Manager will record the outcome of the meeting in writing.

12.2. In the event that the Director 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 Director with an opportunity to state his case orally or in writing before the Executive Mayor. At the Director'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 Director'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 Director.

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

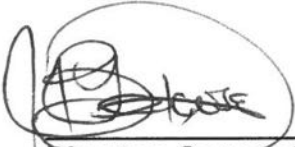


### 13. GENERAL

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.

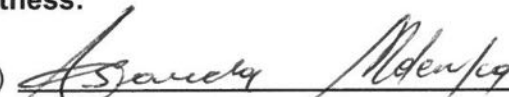
13.2. Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Director in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Signed at KOMANI on this 1<sup>st</sup> day of July 2017



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

As witness:

(1)   
Full Name and Surname

  
Signature

(2) Amanda Mhlekuwa  
Full Name and Surname

  
Signature

Signed at KOMANI on this 1 day of July 2017



**Municipal Manager**  
**Chris Hani District Municipality**

As witness:

(1) HERATO NGCABU  
Full Name and Surname

  
Signature

(2) BUSISWA KWEBE  
Full Name and Surname

  
Signature

CHRIS HANI DISTRICT MUNICIPALITY

2017/18 FINANCIAL YEAR

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



CHRIS HANI  
DISTRICT MUNICIPALITY  
TRANSFORMING THE FUTURE

CHRIS HANI DISTRICT MUNICIPALITY  
CORPORATE SERVICES: SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN  
2017/18 FINANCIAL YEAR

Priority Area	Measurable Objectives	Strategy	KPI	Indicator Code	BUDGET ALLOCATION	Baseline	Annual Target	Planned Quarterly Targets				Evidence	Custodian
KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT													
Broad Objective 1: To Establish and Maintain a Skilled Labour Force Guided by Policies to Function Optimally Towards the Delivery of Services to Communities													
WEIGHTING: 75%													
Integrated Human Resources Management	To Attract, Retain and Build a productive workforce	Implementation of IHRM Programmes	Number of IHRM programmes implemented	MTOD - 1	9 925 022.00	HRD Strategy in place 11 Programmes	HRD Strategy in Place	11 programmes implemented	11 programmes implemented	11 programmes implemented	11 programmes implemented	Quarterly report on IHRM programmes	Director, Corporate Services
			Number of interns recruited	MTOD-1.1		HRD Strategy in place, EPWP allocation	HRD Strategy in place, EPWP allocation	54 interns recruited	N/A	N/A	N/A	N/A	Human Resource Manager
			Number of WSP programmes implemented	MTOD-1.1		WSP in place	15 WSP training Programmes implemented	3 WSP training programmes implemented	2 WSP training programmes implemented	5 WSP training programmes implemented	5 WSP training programmes implemented	Attendance registers; Training programme & report	Human Resource Manager
			Number of Employees Enrolled & trained on minimum competency requirements	MTOD-1.2		Skills Audit 10 employees trained on minimum competencies	10 Employees Enrolled & 3 employees trained on minimum competencies	10 employees enrolled	N/A	N/A	3 Employees trained	Enrolment forms; Attendance registers & Results	Human Resource Manager
			Number of Employees undergoing Process Controller learnership	MTOD-1.3		WSP in place	26 employees Undergoing Process Controller Learnership	26 employees Undergoing Process Controller Learnership	Implementation of Process Controller Learnership	Implementation of Process Controller Learnership	Implementation of Process Controller Learnership	Training manual; Training report; Attendance registers	Human Resource Manager
			Number of employment equity plan reviewed and implemented	MTOD-1.4		EEP	1 Employment Equity Plan reviewed & implemented	Consultation of stakeholders conducted & Draft EEP approved	Implementation of EEP on 3 highest levels	Implementation of EEP on 3 highest levels	Implementation of EEP on 3 highest levels	Attendance register; Appointment Letters; Recruitment reports; Employment Equity report	Human Resource Manager
			Number of vacant funded positions filled	MTOD-1.5		Approved organizational structure, recruitment & selection policy	50 funded positions filled	15 vacant funded positions filled	10 vacant funded positions filled	10 vacant funded positions filled	15 vacant funded positions filled	Adverts; Appointment Letters; Recruitment report	Human Resource Manager
			Number of reviewed Staff Establishment	MTOD-1.6		1 staff establishment in place	1 reviewed staff establishment	Consultation with stakeholders (LLF & Restructuring committee)	Consultation with stakeholders on Draft Staff Establishment	1 reviewed staff establishment approved	Appointment letter; SLA Minutes and attendance register; Council resolution; Approved staff establishment	Human Resource Manager	
			Number of CHDM Job Descriptions written	MTOD-1.7		Staff Establishment	60 JDs written	Development of Job Architecture & 10 JD's written	15 JDs written	15 JDs written	20 JDs written	JD writing report; Attendance register	Human Resource Manager

Priority Area	Measurable Objectives	Strategy	KPI	Indicator Code	BUDGET ALLOCATION	Baseline	Annual Target	Planned Quarterly Targets				Evidence	Custodian
								Qrt 1	Qrt 2	Qrt 3	Qrt 4		
			Number of Provisional Outcomes Result submitted to the Provincial Audit Committee	MTOD-1.8		District Job Evaluation Committee exist	4 POR's submitted to Provincial Audit Committee	1 POR submitted to Provincial Audit Committee	1 POR submitted to Provincial Audit Committee	1 POR submitted to Provincial Audit Committee	1 POR submitted to Provincial Audit Committee	Provisional Outcome Report, Final Outcomes Report	Human Resource Manager
			Number of Labour Relations programmes implemented	MTOD-1.9		Main Collective Agreement	4 Programmes Implemented (Discipline, Grievance & Disputes, Conflicts Management, Work place relations, Standard of conduct)	1 programme implemented (capacity building for Managers & Supervisors on Discipline & Grievance Management)	1 programme implemented (capacity building for managers & supervisors on conflict management)	1 programme implemented (awareness on work place relations )	1 programme implemented (awareness on standard of conduct)	Attendance registers; programme outline and quarterly reports	Human Resource Manager
			Number of Local Labour Forum meetings convened	MTOD-1.10		Main Collective Agreement	4 LLF Meetings convened	1 LLF Meeting convened	1 LLF Meeting convened	1 LLF Meeting convened	1 LLF Meeting convened	Attendance register; Minutes of the meeting	Human Resource Manager

Priority Area	Measurable Objectives	Strategy	KPI	Indicator Code	BUDGET ALLOCATION	Baseline	Annual Target	Planned Quarterly Targets				Evidence	Custodian
								Qrt 1	Qrt 2	Qrt 3	Qrt 4		
Integrated Health, Wellness and Safety	Implement Integrated health, wellness and safety programmes		Number of IHWS programmes implemented	MTOD-2	3 200 000.00	18 Programmes	28 programmes implemented	7 programmes implemented	7 programmes implemented	7 programmes implemented	7 programmes implemented	Quarterly reports	Wellness Manager
			Number of counselling and therapeutic interventions implemented	MTOD-2.1		wellness strategy in place, 3 interventions implemented	4 interventions implemented	1 (trauma session and counselling) implemented	1 (grief group and counselling) implemented	1 (depression group session and counselling) implemented	1 (Stress group session and counselling) implemented	Quarterly reports, Attendance registers	Wellness Manager
			Number employees on healthy life and health management programmes	MTOD-2.2		health risk assessment policy in place	500 Employees Vaccinated	100 employees vaccinated and assessed	100 employees vaccinated and assessed	200 employees vaccinated and assessed	100 employees vaccinated and assessed	Quarterly reports	Wellness Manager
				MTOD-2.2.1		Wellness strategy in place.	150 employees participating in gym are capacitated in healthy lifestyle	50 employees assessed and registered in the healthy lifestyle programme in Queenstown	50 employees assessed and registered in the healthy lifestyle programme in Ngqobo	50 employees participating employees assessed and registered in the healthy lifestyle programme in Emafoleni	N/A	Contracts SLA's reports and attendance registers	Wellness Manager
			Number of substance abuse programmes implemented	MTOD-2.3		Substance abuse policy and strategy in place	4 Programmes implemented	Capacity building of stakeholders implemented	Assessment and rehabilitation (out-patient) programme implemented	Assessment and rehabilitation (in-patient) programme implemented	Support and aftercare programme implemented	Quarterly report	Wellness Manager
			Number of Organizational Wellness programmes implemented	MTOD-2.4		wellness strategy in place	3 Programmes implemented	1 programme implemented (change management)	Team building programme implemented	Wellness Day Programme implemented	N/A	Quarterly report Attendance registers, ToR and SLA	Wellness Manager
			Conduct Medical Conditions Prevalence Survey	MTOD-2.5		HIV/AIDS policy strategy in place	1 Survey Conducted	facilitate Appointment of service provider	1 Survey Conducted	N/A	N/A	Appointment letter, Survey report, SLA	Wellness Manager
			No of Capacity Building Programmes Implemented	MTOD-2.6			4 capacity Building programmes implemented	1 Capacity building programme implemented	1 Capacity building programme implemented	1 Capacity building programme implemented	1 Capacity building programme implemented	Attendance registers, Quarterly reports	Wellness Manager
			No of medical Conditions Mainstreaming programmes implemented	MTOD-2.7			4 programmes mainstreamed	1 mainstreaming programme implemented	1 mainstreaming programme implemented	1 mainstreaming programme implemented	1 mainstreaming programme implemented	Attendance register, Mainstreaming report	Wellness Manager
			No of employees provided with Personal Protective Clothing, Uniform & hygiene consumables	MTOD-2.8		OHS Policy, OHS strategy, Wellness strategy in place	600 employees provided with protective clothing	100 employees provided with protective clothing	200 employees provided with protective clothing	200 employees provided with protective clothing	100 employees provided with protective clothing	Signed register of employees, Delivery control sheet and quarterly reports	Wellness Manager
				MTOD-2.8.1			600 employees provides with hygiene consumables	100 employees provided with hygiene consumables	200 employees provided with hygiene consumables	200 employees provided with hygiene consumables	100 employees provided with hygiene consumables	Signed register of employees, Delivery control sheet and quarterly reports	Wellness Manager
			No of OHS Risk Management Programmes Implemented	MTOD-2.9		OHS policy, OHS Strategy in place	4 Programmes Implemented	1 programme implemented (PPE & IOD)	1 programme implemented (Inspection)	1 programme implemented (OHS Risk assessment)	1 programme implemented (Installation & compliance)	OHS Report compliance risk register, attendance register	Wellness Manager
			No of municipal vehicles acquired	MTOD - 3		fleet management policy in place, transversal procurement contract RT-57 in place	21 Vehicles Acquired	3 acquired (2 machines and executive)	18 vehicles acquired (3 half tonne bakkie and 12 diesel LDV, 3 sedans)	n/a	n/a	Orders, Delivery notes, Registration Certificates	Fleet Manager

Priority Area	Measurable Objectives	Strategy	KPI	Indicator Code	BUDGET ALLOCATION	Baseline	Annual Target	Planned Quarterly Targets				Evidence	Custodian
								Qrt 1	Qrt 2	Qrt 3	Qrt 4		
Asset Management	To ensure effective Management of Municipal assets.	Effective Management of Municipal Assets	% of Functional municipal vehicles maintained	MTOD - 4		fleet management policy in place,transversal procurement contract RT-46 in place	80 Functional Vehicles Maintained	80% of functional vehicles maintained	80% of functional vehicles maintained	80% of functional vehicles maintained	80% of functional vehicles maintained	Maintenance Report,Quarterly reports	Fleet Manager
			% of buildings constructed	MTOD - 5	55 000 000.00	Approved Building Plans,	30 5 OF Phase 1	n/a	5% of works completed	10% of works completed(15%)	15% of works completed(30%)	Payment certificates; Status reports,	Legal and Admin; Manager
			% of building refurbished	MTOD-6		none	50% Refurbishment	10%	5%	15%	20%	Payment certificates; Status reports	Legal and Admin; Manager
			No of security management plans implemented	MTOD-7		draft security management policy exist	4 Security Management plans Implemented	facilitate appointment of 4 security service providers	4 security management plans developed	4 security management plans implemented	4 security management plans Implemented	Memos, Appointment letters,SLA's, 4 Security Management plans,Security Implementation Reports	Legal and Admin; Manager
			No of ICT programmes implemented	MTOD-8			4 programmes implemented(Infrastructure upgrade e-government,workstud y integration, data center)	3 programmes implemented	3 programmes implemented	4 programmes implemented	4 programmes implemented	Quarterly reports	Director : Corporate Services
Information Communication Technology			No of ICT infrastructure upgrades	MTOD-8.1			10 ICT infrastructure upgrades effected	3 sites connected to fibre cable	5 sites connected fibre cable	network infrastructure in Carthcard Road upgraded	network infrastructure in Bells Road upgraded	Completion reports	ICT Manager
			No of e-government programmes implemented	MTOD-8.2			2 programmes implemented	facilitate Acquisition of service provider for SharePoint deployment	SharePoint deployed & implemented	Acquisition of water infrastructure management system	water infrastructure management system deployed & implemented	Memos,ToR, (Orders /SLA's) ICT e-government Report	ICT Manager
			Percentage implementation of work-study on integration of systems	MTOD-8.3			100% implementation of phase 1( work study integration)	20% implementation of phase 1 completed	20% implementation of phase 1 (40%) completed	30% implementation of phase 1 (70%) completed	30% implementation of phase 1 (100%) completed	Quarterly reports on implementation of workstudy	ICT Manager
			Number of data center acquired & % compliant replication of data	MTOD-8.4			1 Data centre acquired and 50% data replication	N/A	N/A	Approval of data centre mode	50% replication of data (applications)	Quarterly Reports on Replication of data to secured data center	ICT Manager
Administration	To ensure effective administration support and legal services	Implementation of litigation management strategy	Number of programmes implemented to reduce judgements	MTOD-9		litigation management strategy in place	4 programmes implemented	1 awareness programme on legislative drafting implemented	1 awareness programme on drafting of contracts implemented	1 PAUA awareness programme implemented	1 PAUA awareness programme implemented	Quarterly Reports; Attendance registers, Litigation Register	Legal and Admin; Manager
		Effective administration support	Number of administration support programmes provided	MTOD-10		Rules of Order	4 programmes provided	Rules of Order	4 support programmes implemented ( Council, Committees,LLF,B y-Law development	4 support programmes maintained ( Council, Committees,LLF,B y-Law development	4 support programmes maintained ( Council, Committees,LLF,B y-Law development	4 support programmes maintained ( Council, Committees,LLF By-Law development	Legal and Admin : Manager

Priority Area	Measurable Objectives	Strategy	KPI	Indicator Code	BUDGET ALLOCATION	Baseline	Annual Target	Planned Quarterly Targets				Evidence	Custodian
								Qrt 1	Qrt 2	Qrt 3	Qrt 4		
	To Ensure Proper Document Management	Implementation of the Records Management Policy.	% Implementation of Electronic Document Management System by June 2018	MTOD-11		Records Management policy in place	30% of departments on EDMS	Records Management policy in place	facilitate appointment of service provider	15 % implementation (First department migrated)	30 % implementation (Second department migrated)	Monitor & Evaluate Migration to EDMS	Legal and Admin : Manager
KPA:3 LOCAL ECONOMIC DEVELOPMENT													
Integrated Human Resources Management	To Improve the Economic Growth of the District by 5 Percent	Implementation of CHREDS	Number of interns recruited	LED-3.1		HRD Strategy in place, EPWP allocation	54 interns recruited	HRD Strategy in place, EPWP allocation	54 interns Recruited and inducted	N/A	N/A	N/A	Director : Corporate Services
KPA 4: MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY													
Budget Planning and Reporting	Ensure Sound Financial Management	Compilation of Credible Budget and Financial Reports	Percentage Timely Contribution to the Development of the Institutional Budget	FMV - 1.1		100%	100%	100%	100%	100%	100%	Attendance register for Budget Steering Committee Submissions for corporate services budget proposals	Director: corporate Services
			Percentage Expenditure of Appropriated Departmental Budget	FMV - 1.2		100%	25%	50%	75%	100%	Quarterly Expenditure Reports	Director: corporate Services	
Procurement / Demand Management		Implementation of SCM Policy and Expenditure Framework	Number of Departmental Procurement Plans Developed and Approved	FMV - 3.1		N/A	N/A	1	N/A	N/A	Approved Departmental Procurement Plan	Quarterly Updated Departmental Procurement Plan	Director: corporate Services
			Percentage Deviation from Approved Departmental Procurement Plan	FMV - 3.2		0%	0%	0%	0%	0%	Quarterly Updated Departmental Procurement Plan	Director: corporate Services	
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION													
INTERNAL AUDIT	To ensure clean administration and accountable governance	Development and implementation of risk based operational plan	percentage response to internal audit RFI's and resolving issues raised	GGPP-5.1	N/A	100%	100%	100%	100%	100%	100%	Quarterly audit reports submitted to audit committee	Director: corporate Services
			percentage implementation of the risk register	GGPP-6.1	N/A	100%	25%	50%	75%	100%	Updated risk register submitted to the risk management committee	Director: corporate Services	
PMS		Implementation of the PMS framework	Number of quarterly performance reports submitted on time (with POE)	GGPP-7.1	N/A	1	4	1	1	1	1	proof of submission to the office of the Municipal Manager	Director: corporate Services