



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

SENQU MUNICIPALITY

“(Hereinafter referred to as the employer)”

Represented by

The Acting Municipal Manager

Mr M.P. Nonjola

And

Mr T.E Wonga

Acting Corporate Services Director

“(Hereinafter referred to as the employee)”

2019/2020

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INTRODUCTION

- 1.1. The employee will be employed by the employer in terms of Section 56 (1) (a) of the Municipal Systems Act No 32 of 2000 and subsequent amendments (the Systems Act, No Act 7 of 2011).
- 1.2. The **Employer** has entered into a contract of employment with the **Employee** in terms of Section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act, No 32 of 2000") and subsequent amendments (the Systems Act, No Act 7 of 2011).
- 1.3. Section 57(1) (a) (b), (4A), (4B), (4C) and (5) of the Systems Act; No 32 of 2000 and subsequent amendments (the Systems Act, No Act 7 of 2011), read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement within 60 days after the beginning of the financial year. The updated review will occur no later than July each year.
- 1.4. The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.5. The parties wish to ensure that there is compliance with Sections 57 (4 A), 57 (4 BC), 57 (4C) and 57(5) of the Systems Act No 32 of 2000 and subsequent amendments (the Systems Act, No Act 7 of 2011).

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1. Comply with the provisions of Section 57(1)(b), (4A), (4B), (4C) and (5) of the Systems Act, No 32 of 2000 and subsequent amendments (the Systems Act, No Act 7 of 2011). subsequent (the Systems Act, No Act 7 of 2011), as well as the employment contract entered into between the parties.
- 2.2. Specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Municipality.
- 2.3. Specify accountabilities as set out in a performance plan, which constitutes **Annexure A** (scorecard) of the performance agreement.
- 2.4. Monitor and measure performance against set targeted outputs.
- 2.5. Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to the job.

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- 2.6. Appropriately reward the employee in the event of outstanding performance; and
- 2.7. Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 Notwithstanding the date of signature this Agreement will be deemed to have commenced on the **1st of July 2019** and will remain in force until **31 December 2019**, including a Performance Plan and a Personal Development Plan and or Action Plan is concluded between the Parties as contemplated in Clause 3.3.
- 3.2 Personal Development Plan and or Action Plan is concluded between the Parties as contemplated in Clause 3.3.
- 3.3 This Agreement shall terminate on the termination of the **Employee's** contract of employment for any reason and In the event of the Director/Manager commencing or terminating his services with the Municipality during the validity period of this Agreement, the Director / Manager's performance for the portion of the period referred to in clause 3.1 during which she was employed, will be evaluated and she will be entitled to a pro rata performance bonus based on his evaluated performance and the period of actual service.
- 3.4 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 and or Action Plan that replaces this Agreement at least once a year by not later than the 31st of July each year.
- 3.5 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agree upon.
- 3.6 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.

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4. PERFORMANCE OBJECTIVES

4.1. The Performance Plan (Annexure A) (scorecard) sets out -

4.1.1. The performance objectives and targets that must be met by the Employee; and

4.1.2. The time-frames within which those performance objectives and targets must be met.

4.2. The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives, key performance indicators; target dates and weightings.

4.2.1. The Key Performance Areas (KPA) describe the key functional areas of responsibility

4.2.2. The key objectives describe the main tasks that need to be done

4.2.3. The key performance indicators (KPI) provide the details of the evidence that must be provided to show that a key objective has been achieved

4.2.4. The target dates describe the timeframe in which the work must be achieved

4.2.5. The weightings show the relative importance of the key objectives to each other

4.3. The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP, aligned to the SDBIP.

5. PERFORMANCE MANAGEMENT SYSTEM

5.1. The **Employee** (Corporate Service Director) agrees to participate in the performance management system that the **Employer** (Senqu Municipality) adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.

5.2. The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

5.3. The Employer shall consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

5.4. The Employee undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.

5.5. The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

5.5.1. The **Employee** must be assessed against both components, with a weighting of **80:20** allocated to the KPA's and the Leadership and Core Competencies respectively.

5.5.2. Each area of assessment shall be weighted and shall contribute a specific part to the total score.

5.5.3. KPA's covering the main areas of work shall account for 80% and Leadership and Core Competencies shall account for 20% of the final assessment.

5.6. The Employee's assessment shall be based on performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's and shall constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

KEY PERFORMANCE AREAS (KPAS)	WEIGHT
Financial Management and Viability	30
Municipal Transformation & Institutional Development	40
Good Governance & Public Participation	30
TOTAL PERCENTAGE	100 (80%)

5.7. The Leadership and Core Competencies shall make up the other 20% of the Employee's assessment score. Leadership and Core Competencies that are deemed to be most critical for the Employee's specific job should be selected from the list below as agreed to between the Employer and Employee.

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#	Leadership Competencies	Generic Standards	Director's Standards	Weight
1	Strategic Direction	Provide and direct a vision for the institution and inspire and deploy others to deliver on the strategic institutional mandate	Ensure that the departmental plans are implemented in line with the overall strategic objectives of the municipality.	9
2	People Management	Effectively manage, inspire, and encourage people, respect diversity, optimise talent and build nurture relationship in order to achieve institutional objectives	Develop a system that will enable both internal and external clients to be able to voice their satisfaction and dissatisfaction about the services the department delivers.	9
3	Programme and Project Management	Able to understand program and project management methodology, planning, management, monitoring and evaluation of specific activities in order to deliver set objectives	Monitor regularly departmental programmes and projects in order to detect early problems.	9
4	Financial Management	Able to compile, plan and manage budget, control cash flow, institute financial risk management and administer procurement processes in accordance with the recognised financial practises. Further to ensure that all financial transactions are managed in ethical manner.	Identify and implement proper monitoring and evaluation practises to ensure appropriate spending against the budget.	9
5	Changed Leadership	Able to direct and initiate transformation in departmental employees in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.	Devise methods to ensure that the transformation agenda is achieved in line with national set targets.	9
6	Governance Leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practises and obligation. Further able to deliver to direct the conceptualisation of relevant policies and enhance co-operative governance relationship.	Ensure that risk management and compliance are the basis of planning and are the integral part of the budgeting process for both the department and the institution.	5
	Total			

#	Core Competencies	Institutional Standards	Municipal Manager's Standards	Weight
1	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.	Communicate with all stakeholders all information that is relevant to them in line with all the legislative requirements applicable in local government in as far as communication and stakeholder management is concerned.	9
2	Result and Quality Focus	Able to maintain the high quality standard focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet the quality standard, further to actively monitor and measure results and quality against identified objectives	Promote delivering of quality-based results as opposed to quantitative delivering of services.	9
3	Planning and Organising	Able to plan, priorities and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risks.	Promote a proper planning culture within the department to avoid implementing programs and projects which are not the priority of the municipality	9
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.	Regularly share information and knowledge with stakeholders and colleagues.	9
5	Analysis and Innovation	Able to analyse information, challenges, and trends to establish and implement facts – based solution that are innovative to improve institutional processes in order to achieve key strategic objectives	Promote programme analysis and innovative problem-solving methods by rewarding such in line with the approved performance management policy of the municipality.	5
6	Moral Competencies	Able to identify moral trigger, apply reasoning that promotes honesty and integrity, consistently display behaviour that reflects moral competence.	Identify, develop and apply measures of self-control	9
	Total			
	Total Leadership and Core Competencies Weight			100 (20%)

SENQU LOCAL MUNICIPALITY 2019/2020 PERFORMANCE AGREEMENT

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6. EVALUATING PERFORMANCE

6.1. The Performance Plan (**Annexure A**) sets out -

6.1.1. The standards to be met by the **Employee**; and

6.1.2. The intervals for the evaluation of the **Employee's** performance.

6.2. Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.

6.3. Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan and or Action Plan as well as the actions agreed to and implementation must take place within set time frames.

6.4. The Employee's performance shall be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

6.5. The annual performance review shall involve:

6.5.1. Assessment of the achievement of results as outlined in the performance plan: **Annexure A**

- Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- An indicative rating on the five-point scale should be provided for each KPA.
- This rating should be multiplied by the weighting given to each KPA during the contracting process, to provide a score.

6.5.2. **Assessment of the Leadership and Core Competencies**

- Each Leadership and Core Competency should be assessed according to the extent to which the specified standards have been met.
- An indicative rating on the five-point scale should be provided for each Leadership and Core Competency.
- This rating should be multiplied by the weighting given to each Leadership and Core Competency during the contracting process, to provide a score.
- The applicable assessment-rating calculator must then be used to add the scores and calculate a final Leadership and Core Competency score.

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6.5.3. Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6. The assessment of the performance of the Employee will be based on the following rating scale for KPA's and Leadership and Core Competencies:

Level	Terminology	Descriptions	Rating				
			1	2	3	4	5
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 per KPA 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	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 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.					

6.7. For purposes of evaluating the annual performance of the Municipal Manager, an assessment panel shall be appointed at the absolute discretion of the employer but may include the following persons:

- ❖ Corporate Services Director (Director /Manager) (Providing his/her evidence – self scores)
- ❖ Municipal Manager from another Municipality
- ❖ Municipal Manager: Senqu Municipality
- ❖ Chairperson of the performance Audit Committee or a member of the Audit committee
- ❖ A Councillor or another member from the Executive Committee/portfolio head as nominated by the Mayor.
- ❖ Should no Performance Management expert exist in this Committee, they will have the mandate to appoint a Performance Management expert – either as a non-executive member of the group or as a consultant / advisor to the committee.
- ❖ Any deviations made from the panel constitutions must be reported on to council and in the Municipalities Annual Performance Report.

6.7.1 The Municipality may appoint an external facilitator to assist with the Annual Assessment.

6.8 In addition, the following assessments may also (not a legislated requirement) form part of the annual Performance evaluation at the end of the 4th quarter if so, agreed between the Parties:

- 6.8.1 Director (own assessment)
- 6.8.2 Fellow section 57 managers.

6.9 The performance of the Director /Manager will be assessed in relation to his/her achievement of the targets indicated for each KPA and the Leadership and Core Competencies as defined in **Annexure A and Annexure B** on a date to be determined for each of the following quarterly periods:

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

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1. The Employer shall conduct the performance assessments on a quarterly basis during the financial year on a date to be determined for each of the following quarterly periods:

1st Quarter - July to September: (Informal Review: Municipal Manager /Director – PDP and SDBIP Reporting)

2nd Quarter - October to December: (Formal review/assessment: Municipal Manager / Director update on PDP and SDBIP Reporting/ s72 Formal assessment /reporting).

3rd Quarter - January to March: (Informal Review: Municipal Manager / Director – PDP and SDBIP Reporting)

4th Quarter - April to June: (Final formal review with panel)

- 7.2. These quarterly assessments mirror the SDBIP quarterly reports for each department. However, for each s56 Director the Municipal Manager will identify areas for improvement, development an updated Personal Development Plan and or action Plan (PDP & or ACP) will detail activities required, which in turn will be monitored.
- 7.3. The Employer shall keep a record of performance assessment meetings (informal and formal).
- 7.4. Performance feedback shall be based on the Employer's assessment of the Employee's performance (quarterly - in form of PDP and or ACP) and annually in form (Performance Management Report).
- 7.5. The Employer shall be entitled to review and make reasonable changes to the provisions of **Annexure A** from time to time for operational reasons. The Employee shall be fully consulted before any such change is made.
- 7.6. The Employer may amend the provisions of **Annexure A** whenever the SDBIP and or performance management system is adopted, implemented and/or amended as the case may be. In that case the Employee (Corporate Services Director) shall be fully consulted before any such change is made.
- 7.7. The Employer shall within a reasonable period after each quarter deliver to the Employee, a written report setting forth the results of the relevant assessment.

8. OBLIGATIONS OF THE EMPLOYER

8.1. The Employer shall –

- 8.1.1. create an enabling environment to facilitate effective performance by the employee;
- 8.1.2. provide access to skills development and capacity building opportunities;
- 8.1.3. work collaboratively with the **Employee** (Corporate Services Director) to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 8.1.4. on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him/her to meet the performance objectives and

targets established in terms of this Agreement; and

- 8.1.5. Make available to the **Employee** (Corporate Services Director) such resources as the **Employee** may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement.

9. CONSULTATION

The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others -

- 9.1. A direct effect on the performance of any of the **Employee's** (Corporate Services Director) functions;
- 9.2. commit the **Employee** to implement or to give effect to a decision made by the **Employer** (Senqu municipality); and
- 9.3. A substantial financial effect on the **Employer** (Senqu municipality).
- 9.4. The Employer (Senqu municipality); agrees to inform the Employee (Corporate Services Director) of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 9.1. as soon as is practicable to enable the Employee to take any necessary action without delay.

10. MANAGEMENT OF EVALUATION OUTCOMES

- 10.1 The evaluation of the Employee's performance shall form the basis for rewarding outstanding performance or correcting unacceptable performance as reflected in the table below –

Score / 200	% Bonus
130 (65%)	5
134 (67%)	6
138 (69%)	7
142 (71%)	8
146 (73%)	9
150 (75%)	10
154 (77%)	11
158 (79%)	12
162 (81% - 82 %)	13
166+ (83% +)	14

- 10.1.1 At the end of the 4th quarter, the Executive Authority will determine if the s56 Director is eligible for a performance bonus as envisaged in his/her contract of employment based on the bonus allocations.
- 10.2 In the case of unacceptable performance, the Employer shall -
- 10.2.1 Provide systematic remedial or developmental support to assist with **Employee** to improve his or her performance; and
- 10.2.2 After appropriate performance counseling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.
- 10.2.3 Nothing contained in this Agreement in any way limits the right of the Municipality to terminate the Corporate Services Director's contract of employment with or without notice for any other breach by the Corporate Services Director of his obligations to the Municipality or for any other valid reason in law.

11. **MERITS AWARDS**

- 11.1 Merit awards for Section 56 employees are determined by performance against targets. Once performance criteria have been established, performance targets are reviewed regularly. At the end of the financial year, actual performance is compared against the agreed performance targets to determine the magnitude of the merit increase. The merit increase is calculated as a percentage of the total annual package of the employee, as indicated in the table hereunder.

Score / 200	Merit
130 to 141 (65%70%)	1% of total package
142 to 149 (71% - 74%)	2% of total package
150 to 161 (75%80%)	3% of total package
162 to 165 (81 – 82%)	4% of total package
166+ (83% +)	5% of total package

- 11.2 Merit awards are subject to policy and Budgetary provisions made on an annual basis the merit bonuses may be paid as a 'once off' payment or at agreed quarterly intervals i.e over a number of months.

12 DISPUTE RESOLUTION

- 12.1 In the event that the Director /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 Director /Manager has achieved the performance objectives and targets established in terms of this Agreement, the Director /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 Director /Manager remains dissatisfied with the outcome of that Meeting, he may raise the issue in writing with the Municipal Manager. The Municipal Manager 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 Municipal Manager. At the Director /Manager's request the Municipal Manager will record the outcome of the meeting in writing. The final decision of the Municipal Manager 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 may 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 /Manager.
- 12.4 In the event that the mediation process contemplated above fails, the relevant arbitration clause of the contract of employment will apply as follows.
- 12.5 Unless otherwise provided for in this agreement, any dispute between the Parties hereto (and which dispute has previously been submitted to mediation without resolution) in regard to-
- 12.5.1 The interpretation of; or
 - 12.5.2 The effect of; or
 - 12.5.3 The carrying out of; or
 - 12.5.4 Any other matter arising directly or indirectly out of this Agreement; shall be submitted to, and decided by arbitration.
- 12.6 The arbitration will be held in Lady Grey informally, but otherwise under the provisions of the Arbitration Act 1965, as amended from time to time, or any act passed in substitution for it, it being the intention that the arbitration will as far as possible be held and concluded within twenty-one (21) days after it has been demanded. All parties are entitled to be represented at the arbitration.

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12.7 The arbitrator shall be, if the matter in dispute is: -

12.7.1 Primarily an accounting matter, an independent chartered accountant of not less than ten years (10) years standing, practicing as a registered auditor, agreed upon between the Parties;

12.7.2 Primarily a legal matter, a practicing attorney of not less than ten years (10) years standing, or a Senior Counsel, agreed upon between the Parties;

12.7.3 **Any other matter, an independent person agreed upon between the Parties.**

12.5 The decision of the arbitrator will be final and binding upon all the Parties and shall be carried into effect and may be made an order of any competent court, including any decision regarding the costs of the arbitration that the arbitrator shall be empowered to make.

13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

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

13.3 The agreement of the Municipal Manager and **Section 56 Directors** must be submitted to the MEC responsible for Local Government in the relevant province, within fourteen (14) days after the conclusion of the agreement.

Signed at Lady Grey on this 04 day of July 2019.

As Witness:

1. [Signature] 2. [Signature]

Acting Municipal Manager
(Senqu Municipality)

Signed at Lady Grey on this 04 day of July 2019.

As Witness:

1. [Signature] 2. [Signature]

Acting Corporate Services Director
(Senqu Municipality)



2019/2020 FINANCIAL YEAR: FINANCIAL SERVICES PERFORMANCE PLAN

ACTING DIRECTOR CORPORATE SERVICES: MR T.E. WONGA

SENQU LOCAL MUNICIPALITY

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2019-2020 FINANCIAL YEAR: SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

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BRATE SERVICES SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (JULY - JUNE) 20

KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY														
STRATEGY	ICP Programme Number	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				KPA WEIGHT: 30	Responsible Person
									QTR 1	QTR 2	QTR 3	QTR 4		
To annually report on the % of the Municipality's budget actually spent on capital projects identified a particular financial year in terms of the Municipality's ICP	FINANCIAL MANAGEMENT - MFMV03	MFMV03-08	Report on the % of operational budget actually spent	2018/2019 Operational Budget Actuals Spent	Report on 100 % Expenditure of the Operational Budget by the end of the financial year	CFO R000/ Financial Systems/ All Directors	Monitoring and Implementation of the budget	Improved management of public funds and delivery of services	3 Monthly Reports on the actual operational budget % spent (25% by the end of the quarter)	3 Monthly Reports on the actual operational budget % spent (50% by the end of the quarter)	3 Monthly Reports on the actual operational budget % spent (75% by the end of the quarter)	3 Monthly Reports on the actual operational budget % spent (100% by the end of the quarter)	12 Reports Approved by the CFO Standing Committee Consideration	CFO
		MFMV03-09	Report on % Capital budget actually spent	2018/2019 Capital Budget Actuals Spent	Report on 100% Expenditure of the Capital Budget	CFO R000/ Financial Systems/ All Directors	Monitoring and Implementation of the budget	Improved management of public funds and delivery of services	3 Monthly Reports on the actual Capital budget % spent (25% by the end of the quarter)	3 Monthly Reports on the actual Capital budget % spent (50% by the end of the quarter)	3 Monthly Reports on the actual Capital budget % spent (75% by the end of the quarter)	3 Monthly Reports on the actual Capital budget % spent (100% by the end of the quarter)	12 Reports Approved by the CFO Standing Committee Consideration	CFO
To ensure good payroll management and implementation of the Municipality's ICP	PAYROLL - MFMV04	MFMV04-01	Management of Payment of Salaries	2018/2019 Payroll Reports	12 Reports on all salaries paid monthly	CFO/Director Corporate Services/ Manager HR/ Financial System / Payroll amendment reports	Report on the payment of salaries	Improved management of municipal financial	3 Monthly Reports all salaries paid monthly	3 Monthly Reports all salaries paid monthly	3 Monthly Reports all salaries paid monthly	3 Monthly Reports all salaries paid monthly	12 Reports approved by the CFO for Standing Committee Consideration	CFO

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KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT													
STRATEGY	IDP Programme Number	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2017	ANNUAL TARGET	OUTPUT	OUTCOME	QUARTERLY TARGETS				KPA WEIGHT: 40	Responsible Person
								QTR 1	QTR 2	QTR 3	QTR 4		
To develop, adopt and implement the workplace skills plan (WSP).	SKILLS DEVELOPMENT - MTID01	MTID01-01	Development of the 2020/2021 WSP by 30 April 2020	2018/2019 WSP	2020/2021 WSP Developed and submitted to LSSETA	Director Corporate/Manager HR	Improved capacity of employees to carry out their duties	N/A	N/A	N/A	Submit the WSP By 30 April 2020	Proof of submission to LSSETA	Director Corporate Services
		MTID01-02	Report on the number of training initiatives for staff implemented in terms of the Workplace Skills Plan	2018/2019 WSP Implementation Report(55 training initiatives)	4 Quarterly Reports on training initiatives implemented for staff(56)	Director Corporate/Manager HR/R 28233173	Improved capacity of employees to carry out their duties	Report on 20 training initiatives implemented for staff	Report on 24 training initiatives implemented for staff	Report on 23 training initiatives implemented for staff	Report on 12 training initiatives implemented for staff	4 Quarterly Reports on the number of trainings initiatives actually undertaken approved by the Director for Standing Committee for Consideration	Director Corporate Services
		MTID01-03	Report on the number of training initiatives implemented for councillors in terms of the Workplace Skills Plan	2 trainings conducted for councillors in 2018/2019	1 training initiatives implemented for councillors	Director Corporate/Manager HR/R 387 456.00	Well informed and capacitated Political Arm	N/A	Report on 1 training initiative actually undertaken for councillors	N/A	N/A	1 Report on the number of trainings actually undertaken approved by the Director for Standing Committee for Consideration	Director Corporate Services
		MTID01-04	Report on number of training initiatives implemented for communities	2018/2019 training initiative report	1 Annual report on number of training initiative implemented for communities	Director Corporate/Manager HR	Skilled and informed communities	N/A	N/A	N/A	1 Annual Report on number of community training initiatives implemented	Community Training Annual Report approved by the Director for Training Committee Consideration	Director Corporate Services
To submit the skills plan and annual training report as legislated													

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No of people from employee equity target groups employed in a business unit or organization in compliance with a	To develop, adopt and implement the workplace skills plan (WSCP)	STRATADOTY

[illegible]

NPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT										NPA WEIGHT: 40				
STRATEGY	ICP Programme Number	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2015	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Responsible Person	
									QTR 1	QTR 2	QTR 3	QTR 4		
To ensure that the organisational structure is aligned to its present and future needs and to ensure effective management of staff and policy and procedure processes through the use of staff and clock in systems descriptions, leave management processes through the use of HR/All Directors	RECRUITMENT, SELECTION AND EMPLOYEE MANAGEMENT - MTID03	MTID03-01	Report on the number of vacancies filled within 3 months of being vacant	2018/2019 Annual Report on the number of vacancies filled within 3 months of being vacant	1 Annual Report on the number of vacancies filled within 3 months of being vacant	Director Corporate Manager HR/All Directors	Positions filled promptly	Effective Human Resource Management	N/A	N/A	N/A	1 Annual Report on the number of vacancies filled within 3 months of being vacant	1 Annual Report approved by the Director for Standing Committee for Consideration	Director Corporate Services
		MTID03-02	Perform Leave Audits	2018/2019 reports	2 Leave Audits conducted	Director Corporate Manager HR	Leave Audits Undertaken	Improved Leave Management	N/A	1 Leave Audit sent to all Directors	N/A	1 Leave Audit sent to all Directors	2 Reports on Leave Audits and proof that it was sent to all Directors.	Director Corporate Services
		MTID03-03	Ensure proper management of Leave by all departments	2018/2019 reports	12 Reports on Leave Management	Director Corporate Manager HR	Leave Management Reports developed	Improved Leave Management	3 Monthly Reports on Leave Management	3 Monthly Reports on Leave Management	3 Monthly Reports on Leave Management	3 Monthly Reports on Leave Management	12 monthly leave reports approved by the Director for Standing Committee for Consideration.	Director Corporate Services

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KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT										KPA WEIGHT: 40				
STRATEGY	ICP Programme Number	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QTR 1	QTR 2	QTR 3	QTR 4		
To ensure that the Municipality implements sound management controls in order to mitigate against unnecessary litigation	LEGAL SERVICES - 07	MTD07-01	Report twice a year on the status of municipal lease agreements	2018/2019 Lease Agreements Reports	2 half yearly Reports compiled	Director Corporate/Manager HR	Leasing of Municipal Property Management	Improved Management of Lease Agreements	N/A	1 half yearly Report on the status of municipal lease agreements	N/A	1 half yearly Report on the status of municipal lease agreements	2 half yearly Reports on the status of municipal lease agreements approved by the Director for Standing Committee Consideration	Director Corporate Services
		MTD07-02	Report twice a year on the status of municipal legal cases that the municipality is involved in	2018/2019 Reports on the status of Legal cases of the municipality	2 half yearly Reports on the status of Legal cases the municipality is involved in	Director Corporate/Manager HR/3 000 000.00	Reports prepared	Minimise the impact of litigation on the municipality	N/A	1 Report on the status of Legal cases the municipality is involved in	N/A	1 Report on the status of Legal cases the municipality is involved in	2 Half Yearly Reports submitted to the Standing Committee for Consideration	Director Corporate Services

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KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT													KPA WEIGHT: 40
STRATEGY	ICP Programme Number	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2015	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
								QTR 1	QTR 2	QTR 3	QTR 4		
To review and implement departmental policies, procedure manuals and bylaws annually	POLICIES AND BY-LAWS - MTID 08	Printing of Municipal By-laws	22 by-laws promulgated and gasetted in 2018/2019	Print 22 Municipal By-Laws.	Director Corporate Manager Building & PreservationR 466 003, 00	Promulgated By Laws	Improved management of municipal affairs	N/A	Appointment of Service Provider	N/A	Printing of the Municipal By-laws	1. Appointment Letter, 2. Delivery note of the printed by-laws	Director Corporate Services
		Review of HR policies.	2018/2018 Reviewed Municipal Policies	Review of finance related HR Policies	Director Corporate Manager HR	Reviewed Policies	Improved management of municipal affairs	N/A	N/A	N/A	Policies reviewed	Council Resolution Approving the Policies	Director Corporate Services
To ensure that municipal buildings and assets are maintained and secured	BUILDINGS - MTID 09	Ensure that all municipal buildings are secured	2018/2018 Reports on Municipal Security Services	4 Quarterly Reports on the provision of security services to Municipal Offices.	Director Corporate Manager AdministrationR200388	Municipal Buildings secured	Secured municipal property	1 Quarterly Report on the provision of security services to municipal buildings	1 Quarterly Report on the provision of security services to municipal buildings	1 Quarterly Report on the provision of security services to municipal buildings	1 Quarterly Report on the provision of security services to municipal buildings	4 Quarterly Reports approved by the Director for Standing Committee Consideration	Director Corporate Services
		Monitor the security cameras of the Municipality	2018/2018 Reports	4 Quarterly Reports on the status of security cameras	Manager Administration/ Director Corporate Services	Reports Compiled	Improved Security of the Municipality	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	4 Reports approved by the Director for Standing Committee Consideration	Corporate Services Director
		Develop a list which includes all municipal properties with title deeds	2018/2018 list of title deed was developed.	Development of a list of all properties with title deeds	Director Corporate Manager Administration	List Developed	Improved Management of Municipal Properties	N/A	List Developed	N/A	N/A	List submitted to the Top Management	Director Corporate Services
		Implementation of the Repairs and Maintenance Plan	2018/2018 Reports on the implementation of the Repairs and Maintenance Plan	4 Reports on Quarterly Implementation of the Repairs and Maintenance Plan	Director Corporate Manager AdministrationR204 284,60	Number of buildings actually repaired	Improved management of municipal assets	1 Quarterly Report on the Implementation of the Repairs and Maintenance Plan as approved per approved plan by the Director	1 Quarterly Report on the Implementation of the Repairs and Maintenance Plan as approved per approved plan by the Director	1 Quarterly Report on the Implementation of the Repairs and Maintenance Plan as approved per approved plan by the Director	1 Quarterly Report on the Implementation of the Repairs and Maintenance Plan as approved per approved plan by the Director	4 Quarterly Reports approved by the Director for Standing Committee for Consideration	Director Corporate Services

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KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION										KPA WEIGHT: 30				
STRATEGY	IDP Programme Number	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QTR 1	QTR 2	QTR 3	QTR 4		
To ensure quarterly findings of Performance Committee and annual oversight report	OVERSIGHT - GQPP3	GQPP3-01	Conducting and hold one (1) Ordinary Audit Committee Meeting per quarter	5 Meetings were held in 2018/2019 (4 quarterly ordinary meetings, 1 being a special meeting in Q1)	4 Meetings	MM/CAE/ R	Meetings held	Improved Oversight and Governance	1 Meeting attended	1 Meeting attended	1 Meeting attended	1 Meeting attended	1 Agenda, 2 Attendance Register	MM/CAE
		GQPP3-02	Number of Municipal Public Accounts Committee meetings held	4 meetings were held in 2018/2019	4 Quarterly MPAC meetings attended	MM/Manager Communications and Political Affairs/R	Number of MPAC meetings held	Enhance oversight over Municipal functioning	1 Meeting attended	1 Meeting attended	1 Meeting attended	1 Meeting attended	1 Attendance Register 2. Agenda	MM/Manager Communications and Political Affairs
		GQPP3-03	Number of Council/Exco Management resolutions tracked	3 Quarterly Reports on tracked resolutions	4 Quarterly Reports on tracked resolutions	Director Corporate Manager IGR	Reports compiled	Improved implementation of Council Resolutions	1 Report on tracked Council Resolutions for Quarter 4	1 Report on tracked Council Resolutions for Quarter 1	1 Report on tracked Council Resolutions for Quarter 2	1 Report on tracked Council Resolutions for Quarter 3	4 Reports approved by the Director for Exco and Management Consideration	MM/Director Corporate Services

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KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION										KPA WEIGHT: 30		Responsible Person	
STRATEGY	ICP Programme Number	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				
									QTR 1	QTR 2	QTR 3		QTR 4
To ensure regular interaction through the plan, inform and public participation meetings such as	COMMUNICATIONS, MARKETING, CUSTOMER CARE & PUBLIC PARTICIPATION	QOP04-01	Number of Ward Committee Meetings held	68 Ward Committee Meetings were held	1 Meeting per Ward in Each Quarter (17wards)	Director Corporate Services/Manager IQR andStakeholder RelationsR	Meetings held	Improved Public Participation	1 Meeting per Ward in Each Quarter (17wards)	1 Meeting per Ward in Each Quarter (17wards)	1 Meeting per Ward in Each Quarter (17wards)	1 Meeting per Ward in Each Quarter (17wards)	Director Corporate Services
KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION										KPA WEIGHT: 30		Responsible Person	
STRATEGY	ICP Programme Number	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				
									QTR 1	QTR 2	QTR 3		QTR 4
To promote interactive communication with customer around service delivery issues	COMMUNICATIONS, MARKETING, CUSTOMER CARE & PUBLIC PARTICIPATION QOP04	QOP04-05	Number of Presidential Hotline queries responded to within 7 days	12 reports submitted in 2018/2019	12 Reports on the number of resolved issues from the Presidential Hotline	Director Corporate Services/Manager IQR and Communications and Stakeholder RelationsR	Queries resolved	Improved Service Delivery	3 Reports on number of resolved issues from the Presidential Hotline	3 Reports on number of resolved issues from the Presidential Hotline	3 Reports on number of resolved issues from the Presidential Hotline	3 Reports on number of resolved issues from the Presidential Hotline	Director Corporate Services
To promote interactive communication with customer around service delivery issues	COMMUNICATIONS, MARKETING, CUSTOMER CARE & PUBLIC PARTICIPATION QOP04	QOP04-06	Report on number of Customer Complaints responded to within 7 days	12 reports submitted in 2018/2019	12 Reports on the number of resolved issues from the Municipal Customer Care Complaints register	Director Corporate Services/Manager IQR and Communications and Stakeholder RelationsR	Queries resolved	Improved Service Delivery	3 Reports on the number resolved issues from the Municipal Customer Care Complaints register	3 Reports on the number resolved issues from the Municipal Customer Care Complaints register	3 Reports on the number resolved issues from the Municipal Customer Care Complaints register	3 Reports on the number resolved issues from the Municipal Customer Care Complaints register	Director Corporate Services

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KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION				ICP Programme Number	COMMUNICATIONS, MARKETING, CUSTOMER CARE & PUBLIC PARTICIPATION OOP/04	To ensure regular interaction with the public through the public participation plan, initiatives and meetings such as IPPE			ST01100V
KPA WEIGHT: 30	RESPONSIBLE PERSON	AUDIT EVIDENCE	QUARTERLY TARGETS			QTR 1	QTR 2	QTR 3	QTR 4
			INPUT	OUTPUT	OUTCOME	QTR 1	QTR 2	QTR 3	QTR 4
		KEY PERFORMANCE INDICATOR	Number of Mayoral Imbizo held 2018/2019	2 Meetings were held in 2018/2019	Improved Public Participation within the Municipality	1 Meeting	1 Meeting	1 Meeting	1 Meeting
		BASELINE 30 JUNE 2015	2 Meetings were held in 2018/2019	2 Meetings per ward in 2 quarters	Improved Public Participation within the Municipality	1 Meeting per Ward (17 Wards)	1 Meeting per Ward (17 Wards)	1 Meeting per Ward (17 Wards)	1 Meeting per Ward (17 Wards)
		ANNUAL TARGET	4 Meetings	Director Corporate Services/Manager IGR and Stakeholder Relations/R	Information sharing with CDW and the Municipality	1 Meeting	1 Meeting	1 Meeting	1 Meeting
			2018/2019 Budget Speech	Director Corporate Services/Manager IGR and Stakeholder Relations/R	Speech Delivered	N/A	N/A	N/A	N/A
			2018/2019 Budget Speech	Director Corporate Services/Manager IGR and Stakeholder Relations/R	Speech Delivered	N/A	N/A	N/A	N/A
			2018/2019 Budget Speech	Director Corporate Services/Manager IGR and Stakeholder Relations/R	Speech Delivered	N/A	N/A	N/A	N/A
			2018/2019 Budget Speech	Director Corporate Services/Manager IGR and Stakeholder Relations/R	Speech Delivered	N/A	N/A	N/A	N/A
			2018/2019 Budget Speech	Director Corporate Services/Manager IGR and Stakeholder Relations/R	Speech Delivered	N/A	N/A	N/A	N/A
			2018/2019 Budget Speech	Director Corporate Services/Manager IGR and Stakeholder Relations/R	Speech Delivered	N/A	N/A	N/A	N/A
			2018/2019 Budget Speech	Director Corporate Services/Manager IGR and Stakeholder Relations/R	Speech Delivered	N/A	N/A	N/A	N/A

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KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION										KPA WEIGHT: 30	Responsible Person			
STRATEGY	IDP Programme Number	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 13 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QTR 1	QTR 2	QTR 3	QTR 4		
To promote the mainstreaming and upliftment of HIV and AIDS, women and children, youth, people with disabilities and the elderly into municipal Socio-Economic Programmes and Projects	MAINSTREAMING - QOP05	QOP05-01	Implementation of the HIV/AIDS Strategy and plan	2018/2019 Implementation Reports	12 Monthly Reports	Director Corporate Services/Manager IQR and Stakeholder Relations R	Reports Developed	Improved Mainstreaming of HIV/AIDS related issues	VISIT PRISONS, LOCAL AIDS COUNCIL, SENQU YOUTH COUNCIL MEETING, LOCAL AIDS AWARENESS CAMPAIGN	LOCAL AIDS COUNCIL, SENQU YOUTH COUNCIL MEETING, WORLD AIDS DAY	HIV/AIDS AWARENESS, SENQU YOUTH COUNCIL MEETING, LOCAL AIDS COUNCIL MEETING, CONDOM MONTH LAUNCH, TB DAY	MAYORAL CUP, CULTURAL YOUTH COUNCIL MEETING, YOUTH COUNCIL MEETING, YOUTH MONTH CELEBRATIONS,	4 Reports approved by the Director for Standing Committee and attendance register	Director Corporate Services
		QOP05-02	Implementation of the SPU Activity Plan	2018/2019 Activity Plan	2 plans developed and approved by Council, 4 Reports on the Implementation of the SPU Activity Plan	Director Corporate Services/Manager IQR and Stakeholder Relations R	Plan Developed and Implemented	Improved Mainstreaming of SPU related issues	Women Economic Empowerment quarterly meetings, Establishment of Women Ward Structures, Women's Month Celebration, Disabled Structure four quarterly meetings, Elderly Structure quarterly meeting, International Nelson Mandela Day	Women Economic Empowerment quarterly meetings, Transportation of Senqu women to the SALGA Women's Commission Provincial LEGOTOLA, 18 Days of Activism, Disabled Structure four quarterly meetings, Disabled Month Celebration, Development of Vulnerable Group Strategy, Elderly Structure Quarterly meeting, National Older Person's Week	Women Economic Empowerment quarterly meetings, Senqu Women in Business Awards ceremony, Disabled Structure four quarterly meetings, Elderly Structure quarterly meeting	Women Economic Empowerment quarterly meetings, Data Base Collection for Women Projects, Data Collection of unemployed women around the LM area, Training for Women of Senqu, Disabled Structure four quarterly meetings, Data Base for People with Disability and Project, Training for people with disability of Senqu, Elderly Structure Quarterly meeting	4 Reports approved by the Director for Standing Committee and attendance register	Director Corporate Services
		QOP05-03	Number of SPU Structure meetings held (1 quarterly meeting per structure each quarter) Disabled and Women and children Development	Meetings per structure were held in 2018/2019	3 Meetings Held (1 quarterly meeting per structure)	Director Corporate Services/Manager IQR and Stakeholder Relations R	4 Meetings event held per structure	Improved Mainstreaming of SPU related issues	1 Meeting/event per Structure	1 Meeting/event per Structure	1 Meeting/event per Structure	1 Meeting/event per Structure	1. Agenda 2. Attendance register	Director Corporate Services
		QOP05-04	4 Local AIDS Council meetings held	Meetings were held in 2018/2019	4 Quarterly Meetings	Director Corporate Services/Manager IQR and Stakeholder Relations R 48 723	4 Meetings held	Improved Mainstreaming of HIV/AIDS related issues	1 Quarterly Meeting	1 Quarterly Meeting	1 Quarterly Meeting	1 Quarterly Meeting	1. Agenda 2. Attendance register	Director Corporate Services
		QOP05-05	Senqu Mayoral Cup Held	2018/2019 Senqu Mayoral Cup	2019/2020 Senqu Mayoral Cup Held by 30 June 2020	Director Corporate Services/Manager IQR and Stakeholder Relations/ Mayoral Tournament & Youth Festival R50/ 035,00	Event Held	Improved Youth Development	N/A	Youth Festival	N/A	Mayoral Cup	Project Report approved by the Director for Standing Committee	Director Corporate Services

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I, **Toto Wonga** the Acting Director Corporate Services hereby accept this plan as a basis of monitoring my performance during the 2019/2020 financial year. I accept that the indicators and targets as presented in the performance plan are accurate and that I have been given the opportunity to provide inputs in their development.


Signature

04 / 07 / 2019
Date

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I, **Mcebisi Nonjola** the Acting Municipal Manager of the Senqu Municipality approve this performance plan in terms of the requirements of the Local Government: Municipal Systems Act of 2000 and amendments thereof.


Signature

04 / 07 / 2019
Date