



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

Mrs. P.L. Bushula
Acting Development and Town Planning Director
“(Hereinafter referred to as the employee)”

2019/2020

Handwritten signatures and initials:
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1. 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.

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) describes 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** agrees to participate in the performance management system that the **Employer** 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.

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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
Local Economic Development	20
Financial Management and Viability	20
Municipal Transformation & Institutional Development	30
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			50

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#	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%)

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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:

- ❖ Development and Town Planning 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 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:

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

7. 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)

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2nd Quarter - October to December: (Formal review/assessment: Municipal Manager / Director update on PDP and SDBIP Reporting S72 formal assessment and report).

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 Directorate / 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 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

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** (Development and Town Planning 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

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- 8.1.5. Make available to the **Employee** 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

- 9.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others -
- 9.2 A direct effect on the performance of any of the **Employee's** (Development and Town Planning Directors) functions;
- 9.3 Commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
- 9.4 A substantial financial effect on the **Employer** (Senqu Municipality).
- 9.5 The Employer agrees to inform the Employee 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 Development and Town Planning Directors contract of employment with or without notice for any other breach by the Development and Town Planning Director his/her 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 in terms of policy and are subject to Budgetary provisions made on an annual basis the merit bonuses may be paid as a “once off” payment or at agreed quaterly intervals i.e. over a number of months.

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- 10.2 In the case of unacceptable performance, the Employer shall –
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166+ (83% +)	5% of total package

- 11.2 Merit awards are in terms of policy and are subject to 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.

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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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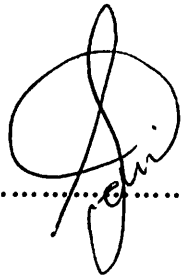
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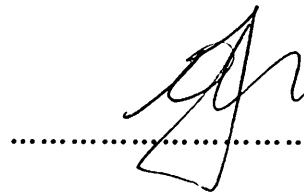
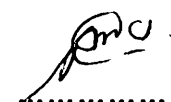
Signed at Lady Grey..... on this 12 day of July..... 2019.

As Witness:

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Acting Municipal Manager
(Senqu Municipality)

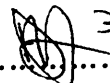
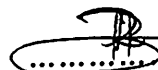
Signed at Lady Grey..... on this 12 day of 12/07/..... 2019.

As Witness:

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Acting Development and Town Planning
Director
(Senqu Municipality)



2019/2020 FINANCIAL YEAR: DEVELOPMENT AND TOWN PLANNING SERVICES PERFORMANCE PLAN

ACTING DIRECTOR DTPS: MRS P.L. BUSHULA

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

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KPA 2: LOCAL ECONOMIC DEVELOPMENT										KPA WEIGHT: 20				
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 promote responsible tourism, arts and heritage support to local initiatives	TOURISM LED01	LED01-01	Implementation of the Senqu marketing strategy derived from the business plan	2015/2019 Reports	4 Quarterly Reports on implementation of the Senqu marketing strategy and 1 Senqu marketing strategy	Director Development and Services/Manager IPED	4 Quarterly Reports on implementation of the Senqu Marketing strategy	Wall marked on municipal area	1 Quarterly Report on implementation of the Senqu Marketing strategy	1 Quarterly Report on implementation of the Senqu Marketing strategy	1 Quarterly Report on implementation of the Senqu Marketing strategy	1 Quarterly Report on implementation of the Senqu Marketing strategy	4 Quarterly Reports on the Senqu marketing strategy approved by the Director for Standing Committee Consideration	Director Development and Town Planning Services
KPA 2: LOCAL ECONOMIC DEVELOPMENT										KPA WEIGHT: 20				
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 promote and attract development in the local economy through implementation of the LED strategy	LED 02	LED02-01	Number of Economic Development Forum held	4 Economic Development Forums held in 2016/2019	4 Economic Development Forum held	Director Development and Town Planning Services/Manager IPED	4 EDF's held	Coordinated LED Programmes	1 EDF held	1 EDF held	1 EDF held	1 EDF held	1 Attendance Register, 2. Agenda	Director Development and Town Planning Services
		LED02-02	Report on number of jobs created through LED initiatives including capital projects	162 jobs created through LED initiatives in 2016/2019	Annual Consolidated Report on number jobs created through LED initiatives including capital projects	Director Development and Town Planning Services/Manager IPED	Number of jobs created	Improved socio economic conditions of the poor	N/A	N/A	N/A	1 Annual Consolidated Report on number jobs created through LED initiatives including capital projects	Report on the actual jobs created approved by the Director for Standing Committee Consideration	Director Development and Town Planning Services

KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT													KPA WEIGHT: 30	
STRATEGY	KIP 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		
Ensure that the organisational structure of the Municipality is aligned to its present and future staffing needs and that the RECRUITMENT, SELECTION AND EMPLOYMENT MANAGEMENT - MTDO3		MTDO3-01	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 of Corporate/Manager HR/AM 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 Consultation	Director Corporate Services

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KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT														
IDP Program Number	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 10 JUNE 2015	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				KPA WEIGHT: 30	Responsible Person	
								QTR 1	QTR 2	QTR 3	QTR 4			
To ensure that a system of departmental and individual performance management system is implemented	MTID11-01	Review of the Performance Management Policy	2015/2016 Reviewed Performance Management Policy	Review the policy	Director Development and Services/Manager Governance and Compliance	PMS Policy Reviewed	Improved Monitoring and Evaluation within the municipality	N/A	N/A	N/A	Policy Reviewed	Council Resolution Approving the policy	Director Development and Town Planning Services	
	MTID11-02	Signing of Performance Agreements by the Municipal Manager and all Section 56 Managers	6 Agreements signed	6 Signed Performance Agreements	Director Development and Services/Manager Governance and Compliance	Signed Agreements	Structured and Improved Planning, Monitoring and Evaluation	N/A	N/A	N/A	N/A	Signed Performance Agreements	Director Development and Town Planning Services	
	MTID11-03	Signing of Performance Agreements by Section 56 Managers with their respective Directors	19 Agreements signed	20 Signed Performance Agreements	Director Development and Services/Manager Governance and Compliance	Signed Plans	Structured and Improved Planning, Monitoring and Evaluation	N/A	N/A	N/A	N/A	Signed Performance Plans	Director Development and Town Planning Services	
	MTID11-04	Submission of Correct Personal Information for Review purpose within 9 working days after end of the quarter.	19 Reports per section	19 Consolidated Quarterly Reports on the Performance of Sections within Municipal Departments	Director Development and Services/Manager Governance and Compliance R 1 600 441	4 Quarterly Performance Reviews conducted for each section	Structured and Improved Planning, Monitoring and Evaluation	3 Quarterly Performance Reports of all Managers	3 Quarterly Performance Reports of all Managers	3 Quarterly Performance Reports of all Managers	3 Quarterly Performance Reports of all Managers	Stamped Letters of approval of the reports	Director Development and Town Planning Services	
	MTID11-05	Submission of Correct Performance Information for Review purpose within 10 working days after end of the quarter.	5 Reports per department	4 Consolidated Quarterly Reports on the Performance of Department within the Municipality	Director Development and Services/Manager Governance and Compliance R 1 600 441	4 Quarterly Performance Reviews conducted for each department	Structured and Improved Planning, Monitoring and Evaluation	1 Quarterly Performance Report of the Director	1 Quarterly Performance Report of the Directors	1 Quarterly Performance Report of the Directors	1 Quarterly Performance Report of the Directors	Stamped Letters of approval of the reports	Director Development and Town Planning Services	

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KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT														
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 ensure that a system of departmental and individual performance management system is implemented	PERFORMANCE MANAGEMENT AND REPORTING - MTID1	MTID11-06	Completion of the Annual Performance Report for 2018/2019 (446)	2017/2018 Annual Performance Report	2018/2019 Annual Performance Report completed and submitted to AG by 31 August 2019	Director Development and Town Planning Services/Manager Governance and Compliance	Annual Performance Report completed	Structured and Improved Planning, Monitoring and Evaluation	Annual Performance Report developed and Submitted to AG by 31 August 2019	N/A	N/A	N/A	Proof of submission to the Provincial AG	Director Development and Town Planning Services
		MTID11-07	Completion of the Annual Report for 2018/2019	2017/2018 Annual Report	2018/2019 Annual Report completed and approved by 31 March 2020	Director Development and Town Planning Services/Manager Governance and Compliance	Annual Report completed	Structured and Improved Planning, Monitoring and Evaluation	N/A	N/A	1. Draft Annual Report submitted for tabling by Council, 2. Annual Report approved by Council	N/A	Council Resolution Approving the Annual Report	Director Development and Town Planning Services
		MTID11-08	Development and Tabling of the Service Delivery and Implementation Plan by June 2020	2019/2020 SDBP	2020/2021 SDBP Completed and approved by the Mayor within 28 days after the approval of the budget.	Director Development and Town Planning Services/Manager Governance and Compliance	SDBP Completed	Structured and Improved Planning, Monitoring and Evaluation	N/A	N/A	2020/2021 Draft SDBP Developed and Submitted to National and Provincial Treasury	2020/2021 SDBP Developed and Approved by the Mayor	1. Council Resolution Approving the Draft, 2. Approved SDBP by the Mayor	Director Development and Town Planning Services

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KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT												
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	
To implement SPLUMA regulations	SPATIAL PLANNING - MTID12	MTID12-01	Develop a Local SDF for Lady Grey	Service provider appointed and 1st draft developed in 2018/2019	Approval prior to year end	Director Development and Town Planning Services/Town Planner/	SDF developed	Improved Land Use Management	QTR 1: N/A QTR 2: Council approval QTR 3: N/A QTR 4: N/A	Council resolution for the approval of the final LUDP	Director Development and Town Planning Services	
		MTID12-02	Develop a Local SDF for Barkly East	Lady Grey 1st draft local SDF developed in 2018/2019	Approval prior to year end	Director Development and Town Planning Services/Town Planner/ R1544834.00	SDF developed	Improved Land Use Management	N/A	1st draft B.E SDF	1. Appointment letter, 2. Council Resolution of the approval of the draft SDF	Director Development and Town Planning Services
		MTID12-03	Establishment of a Senqu Land Development Forum	Terms of reference developed in 2018/2019	Forum established	Director Development and Town Planning Services/Town Planner/	Forum established	Improved administration of land	N/A	meeting with all stakeholders	Proof of invitation, Council resolution endorsing the committee	Director Development and Town Planning Services
		MTID12-04	Development of Housing Sector Plan	2013 Housing Sector Plan	Housing Sector Plan developed	Director Development and Town Planning Services/Town Planner/ R232000	HQP developed	Improved management of human settlements	N/A	Appointment of Service Provider	1st draft HSP and Public participation process	Director Development and Town Planning Services
KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT										KPA WEIGHT: 30		
To ensure equitable access to housing for communities	HOUSING - MTID12	MTID12-05	Development of Housing Sector Plan	2013 Housing Sector Plan	Housing Sector Plan developed	Director Development and Town Planning Services/Town Planner/ R232000	HQP developed	Improved management of human settlements	QTR 1: N/A QTR 2: Appointment of Service Provider QTR 3: 1st draft HSP and Public participation process QTR 4: Council approval	1. Appointment letter, 2. Council Resolution of the approval of the draft HSP, 3. Public participation process, 4. notices and attendance register, 4. Council resolution for the approval of the final HSP	Director Development and Town Planning Services	
		MTID12-06	Development of Swakopmund Conflation Feasibility Study	New Indicator	Swakopmund Conflation Feasibility Study Developed	Director Development and Town Planning Services/Town Planner/ R230 000	Swakopmund Conflation Feasibility Study Developed	Reduced congestion in Swakopmund	N/A	1st draft Feasibility study	1. Appointment letter, 2. Council Resolution of the draft feasibility study, 3. Public participation process, 4. approval of the final feasibility study	Director Development and Town Planning Services
		MTID12-07	Facilitate the Implementation of Housing Development in Senqu by the Provincial Government of Human Settlement	2018/2019 reports	12 Reports on the number of houses already built	Director Development and Town Planning Services/Town Planner	Data Base of occupants of the informal settlement developed	Improved land ownership	3 monthly reports on houses built	3 monthly reports on houses built	12 Reports approved by the Director for Standing Committee Consideration	Director Development and Town Planning Services
		MTID12-08	Develop a Local SDF for Swakopmund	Service provider appointed and 1st draft developed in 2018/2019	Approval prior to year end	Director Development and Town Planning Services/Town Planner/ R232000	SDF developed	Improved Land Use Management	N/A	Appointment of Service Provider	1st draft HSP and Public participation process	Director Development and Town Planning Services

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KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT										QUARTERLY TARGETS				KPA WEIGHT: 30	
STRATEGY	ICP Programme Number	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME		QTR 1	QTR 2	QTR 3	QTR 4	Auth Evidence	Responsible Person
To ensure development and adoption of the ICP and budget process plan and ICP s per legislated timeframes	INTEGRATED DEVELOPMENT PLANNING - MTID13	MTID13-01	Review of the 2020/2021 ICP by 30 May 2020	2019/2020 ICP	Annual Review of the 2017/2022 ICP	Director Development and Town Planning Services/Manager IPED	ICP developed	Improved Planning of Municipal Programmes	N/A	N/A	N/A	Draft ICP Developed and submitted for approval	Final Draft ICP Developed and submitted for Approval	Council Resolutions Indicating and Approving the ICP	Director Development and Town Planning Services
		MTID13-02	Development of the ICP and Budget Process Plan for 2020/2021 reviewed by 31 August 2019	2019/2020 ICP and Budget Process Plan	Development of the 2020/2021 ICP and Budget Process Plan	Director Development and Town Planning Services/Manager IPED	Process Plan Developed	Improved Planning of Municipal Programmes and strong thereof	N/A	N/A	N/A	N/A	N/A	Council Resolution Approving the Plan	Director Development and Town Planning Services
		MTID13-03	Number of ICP Representative and Public Participation Forum meetings held	2018/2018 Meetings	4 Meetings Held	Director Development and Town Planning Services/Manager IPED/Manager Communications, IOR and Stakeholder Relations	Meetings Held	Improved Integrated Planning	1 Meeting	1 Meeting	1 Meeting	1 Meeting	1 Meeting	1. Attendance Register, 2. Minutes of Meetings	Director Development and Town Planning Services
		MTID13-04	Number of ICP and Budget Committee meetings held	2018/2018 Meetings	4 Meetings Held	Director Development and Town Planning Services/Manager IPED/Manager Communications	Meetings Held	Improved Budgeting	1 Meeting	1 Meeting	1 Meeting	1 Meeting	1 Meeting	1. Attendance Register, 2. Minutes of Meetings	Director Development and Town Planning Services/CFO

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KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION																
STRATEGY	ICP Programme Number	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				KPA WEIGHT: 30	Audit Evidence	Responsible Parties	
									QTR 1	QTR 2	QTR 3	QTR 4				
																Report Quarterly on matters of Risk to the Audit Committee
Conduct Fraud Prevention awareness	1 Fraud Awareness conducted in 2018/2019	1 Fraud Awareness Event	Director Development and Town Planning Services/Manager Governance and Compliance R124737	Awareness conducted	Improved Fraud Risk within the municipality	N/A	N/A	Conduct Fraud Prevention Awareness	N/A	1. Report on the event approved by the Director submitted to the Audit Committee and Standing Committee.	Director Development and Town Planning Services					
Develop a Conflict of Interests Declaration Register for staff and Councillors	2018/2019 Conflict of Interests Declaration Register	Development of the Conflict of Interest Register	Director Development and Town Planning Services/Manager Governance and Compliance	Register Developed	Improved Fraud Risk within the municipality	Conflict of Interest Declaration Register for 2018/2019 developed for staff and Councillors	N/A	N/A	Register approved by the Director for Internal Audit and Town Planning Services	Director Development and Town Planning Services						
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION														KPA WEIGHT: 30		
STRATEGY	ICP Programme Number	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				KPA WEIGHT: 30	Audit Evidence	Responsible Parties	
									QTR 1	QTR 2	QTR 3	QTR 4				
																Report Quarterly on matters of Compliance to the Audit Committee

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KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
STRATEGY	IDP Programme Number	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2018	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				KPA WEIGHT: 30	Responsible Person
									QTR 1	QTR 2	QTR 3	QTR 4		
To ensure that Council, Exco and Top Management meetings are held regularly and that resolutions are implemented	OVERSIGHT - OOP03	OOP03-01	Coordinate 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	MMCAE/R	Meetings held	Improved Oversight and Governance	1 Meeting held	1 Meeting held	1 Meeting held	1 Meeting held	1 Agenda, 2 Attendance Register	MMCAE
		OOP03-02	Number of Municipal Public Accounts Committee meetings held	4 meetings were held in 2018/2019	4 Quarterly MPAC meetings to be held	MM Manager Communications and Political Affairs/R	Number of MPAC meetings held	Enhance oversight over Municipal functioning	1 meeting	1 meeting	1 meeting	1 meeting	1 Attendance Register, 2 Agenda	MM Manager Communications and Political Affairs
		OOP03-04	Number of Council meetings held	10 meetings were held in 2018/2019	4 Meetings	Director Corporate/Manager GRU	Meetings Held	Improved Oversight of Council and Decision Making	1 Meeting	1 Meeting	1 Meeting	1 Meeting	1 Attendance Register, 2 Agenda	Director Corporate Services/All Directors
		OOP03-05	Number of Exco meetings held	11 meetings were held in 2018/2019	11 Meetings	Director Corporate/Manager GR	Meetings Held	Improved Oversight of Council and Decision Making	2 Meetings	2 Meetings	3 Meetings	3 Meetings	1 Attendance Register, 2 Agenda	Director Corporate Services/All Directors
		OOP03-06	Number of Top Management Meetings held	5 Meetings were held in 2018/2019	4 Meetings	MM Manager MM Office	Meetings Held	Improved decision making and dissemination of information by Management	1 Meeting	1 Meeting	1 Meeting	1 Meeting	1 Attendance Register, 2 Agenda	MM/All Directors
		OOP03-07	Number of Senior Executive Management Meetings held	9 meetings were held in 2018/2019	6 Meetings	MM Manager MM Office	Meetings Held	Improved decision making and dissemination of information by Management	2 Meetings	1 Meeting	1 Meeting	2 Meetings	1 Attendance Register, 2 Agenda	MM/All Directors

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 Signature

I, **Mcebisi Patrick Nonjola**, the Acting Municipal M
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Signature

KPA & GOOD GOVERNANCE AND PUBLIC PARTICIPATION													
STRATEGY	ECP Programme Number	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2018	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				KPA WEIGHT: 30
To ensure good governance through the monitoring of the implementation of the Audit Action Plan	OEPS/SHORT - GCP03	GCP03-11	Monitor the implementation of the Audit Action Plan	2018/2019 reports	4 Quarterly Reports on the implementation of the Audit Action Plan	Director Development and Town Planning Services/Manager-Governance and Compliance	Audit Action Plan Implemented	Improved Audit Outcome	QTR 1	QTR 2	QTR 3	QTR 4	4 Reports submitted for Audit Committee Consideration
									1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	
													Director Development and Town Planning Services

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I, **Palesa Learto Bushula** the Acting Director DTPS 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

12/ July 2019
Date

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I, **Mcebisi Patrick 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

12/ 07/ 2019
Date