

PERFORMANCE AGREEMENT

Made and entered into by and between

**Mr. Mxolisi Maxon Yawa
the Municipal Manager of
SENQU LOCAL MUNICIPALITY
("the Municipal Manager")**

and

**Mrs. Palesa Lerato Bushula
the Director: Integrated Planning, Monitoring and Evaluation
SENQU LOCAL MUNICIPALITY
("the Director")**

**for the financial year:
1 July 2013 to 30 June 2014**

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The Municipality has, in terms of Section 57(1)(a) of the Local Government: Municipal Systems Act, No. 32 of 2000 ("the Systems Act") entered into a contract of employment with the Director for a period of 5 years, commencing on 1 October 2012
- 1.2 Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the Parties, require the Parties to conclude an annual performance agreement.
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Director to a set of outcomes that will secure local government policy goals.
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4A), (4B) and (5) of the Systems Act.
- 1.5 In this Agreement the following words will have the meaning ascribed thereto:

"this Agreement" - means the performance agreement between the Municipality and the Director and the annexures thereto.

"the Executive Committee" - means a committee of the Municipality constituted in terms of Section 42 of the Local Government: Municipal Structures Act as represented by its chairperson, the Mayor.

"the Director" - means the Director Integrated Planning Monitoring and Evaluation directly accountable to the Municipal Manager in terms of Section 56 (1)(a)(i) of the Systems Act.

the Municipal Manager" - means the Municipal Manager appointed in terms of Section 82 of the Local Government: Municipal Structures Act, No. 117 of 1998 as amended by Section 121 of Act 32 of 2000 and repealed by section 15 of Act 7 of 2011.




"the Municipality" - means the SENQU LOCAL MUNICIPALITY.

"the Parties" - means the Municipal Manager and the Director.

Gender specific text is interchangeable

2. PURPOSE OF THIS AGREEMENT

- 2.1 The Parties agree that the purposes of this Agreement are to:
 - 2.1.1. comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Systems Act as well as the contract of employment entered into between the Parties;

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- 2.1.2. specify objectives and targets established for the Director and to communicate to the Director the Municipality's expectations of the Director's performance and accountability;
- 2.1.3. specify accountabilities as set out in Annexure A;
- 2.1.4. monitor and measure performance against targeted outputs and outcomes;
- 2.1.5. use Annexures A, B and C as a basis for assessing the Director for permanent employment and/or to assess whether the Director has met the performance expectations applicable to his/her job;
- 2.1.6. appropriately reward the Director in accordance with the Municipality's performance management policy in the event of outstanding performance;
- 2.1.7. establish a transparent and accountable working relationship; and
- 2.1.8. give effect to the Municipality's commitment to a performance-orientated relationship with its Director in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 Notwithstanding the date of signature this Agreement will commence on the 1st of July 2012 and will remain in force until a new performance agreement including a Performance Plan and Personal Development Plan is concluded between the Parties as contemplated in Clause 3.2
- 3.2 The Parties will review the provisions of this Agreement during June each year. The Parties will conclude a new performance agreement including a Performance Plan and Personal Development Plan that replaces this Agreement at least once a year by not later than the 31st of July each year.
- 3.3 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter annual performance assessment as informed by the quarterly performance assessments. Should the Director be entitled to a bonus, this will be paid out after approval by Council and not later than sixty (60) days thereafter in the Director's salary for a month that shall be applicable.
- 3.4 The payment of a performance bonus for the year in which the Director's contract of employment expires will be done as set out in clause 3.3 and the bonus so determined will be paid to the Director on the last day of his/her employment or not later than 30 days thereafter.
- 3.5 In the event of the Director commencing or terminating his services with the Municipality during the validity period of this Agreement, the Director's performance for the portion of the period referred to in clause 3.1 during which he was employed, will be evaluated (within 30 days of this termination) and he will be entitled to a pro rata performance bonus based on his evaluated performance and the period of actual service.
- 3.6 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon by the Parties.

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

3.8 This Agreement will terminate on the termination of the Director's contract of employment for any reason.

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan in **Annexure A** sets out:

4.1.1 the performance objectives and targets which must be met by the Director; and

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

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

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

4.4 The performance objectives and targets reflected in **Annexure A** are set by the Municipality in consultation with the Director and based on the Integrated Development Plan and the budget of the Municipality, and include key objectives, key performance areas, target dates and weightings.





4.5 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the time frame in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

4.6 The Director's performance will, in addition, be measured in terms of contributions to the development objectives and strategies set out in the Municipality's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The Director agrees to participate in the performance management system that the Municipality adopts or introduces for the municipal management and municipal staff of the Municipality.

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

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- 5.3 The Executive Committee and/or Municipal Manager will consult the Director about the specific performance standards that will be included in the performance management system as applicable to the Director.
- 5.4 The Director undertakes to actively focus towards the promotion and implementation of his/her Key Performance Areas as set out in **Annexure A** including special projects relevant to the Director's responsibilities within the local government framework.

6. PERFORMANCE ASSESSMENT


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

KEY PERFORMANCE AREAS (KPA'S)	WEIGHT
LOCAL ECONOMIC DEVELOPMENT	20%
MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY	15%
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	15%
GOOD GOVERNANCE	30%
Total	80%

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

CORE COMPETENCY REQUIREMENTS – CCRs		
CORE MANAGERIAL COMPETENCIES (CMC)	CHOICE (x)	WEIGHT
Strategic Capability and Leadership		
Programme and Project Management		
Financial Management	compulsory	3
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	compulsory	4
Client Orientation and Customer Focus	compulsory	4
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COCs)		
Competence in Self-Management		
Interpretation of and implementation within the legislative and national policy frameworks	x	3
Knowledge of Developmental Local Government		
Knowledge of Performance Management and Reporting	x	4
Knowledge of Global and SA specific political, social and economic contexts		
Competence in Policy Conceptualisation, Analysis and Implementation		
Knowledge of more than one functional municipal field or discipline		
Mediation Skills		
Governance Skills		
Competence as required by other national line sector departments	x	2
Exceptional and dynamic creativity to improve the functioning of the Municipality		
TOTAL PERCENTAGE		20%

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

LEVEL	TERMINOLOGY	DESCRIPTION
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review / assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review / assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

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- 6.5 To determine which rating on the five-point scale did the Director achieve for each KPA the following criteria should be used:

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

7. PANEL AND SCHEDULE FOR PERFORMANCE ASSESSMENTS

- 7.1 An assessment panel consisting of the following persons will be established:
- 7.1.1 The Municipal Manager
 - 7.1.2 Chairperson of the Audit Committee
 - 7.1.3 Member of the Executive Committee, another member of Council Municipal Manager from another Municipality

- 7.2 In addition an assessment will also be done by:

- 7.2.1 The Municipal Manager
- 7.2.2 The Director (own assessment)
- 7.2.3 Fellow section 56 managers.

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

- 7.3.1 the targets indicated for each KPA in Annexure A;
- 7.3.2 the CCRs as defined in clause 6.3 of this agreement

on a date to be determined for each of the following quarterly periods:

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




- 7.4 Assessments in the first and third quarter may be verbal if the Director's performance is satisfactory.
- 7.5 The Municipality will keep a record of the mid-year and annual assessment meetings.
- 7.6 The Municipality may appoint an external facilitator to assist with the annual assessment.

8. EVALUATING PERFORMANCE AND THE MANAGEMENT OF EVALUATION OUTCOMES

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

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- 8.2 The Municipal Manager will give performance feedback to the Director after each quarterly and the annual assessment meetings.
- 8.3 The evaluation of the Director's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 8.4 At the end of the 4th quarter, the Executive Committee will determine if the Director is eligible for a performance bonus as envisaged in his/her contract of employment based on the bonus allocation set out in clause 8.11 of this agreement.
- 8.5 The results of the annual assessment and the scoring report of the Director for the purposes of bonus allocation, if applicable, will be submitted to the Executive Committee for a recommendation to the full Council.
- 8.6 A fully effective assessment score will render the Director eligible to be considered for a performance related increase (pay progression) as envisaged in his/her contract of employment provided the Director has completed at least 12 months continuous service with the Municipality at his/her current remuneration package on the 30th of June.
- 8.7 Personal growth and development needs identified during any performance assessment discussion, must be documented in the Director's Personal Development Plan as well as the action steps and set time frames agreed to.
- 8.8 Despite the establishment of agreed intervals for assessment, the Municipal Manager may, in addition, review the Director's performance at any stage while his/her contract of employment remains in force.
- 8.9 The Municipal Manager will be entitled to review and make reasonable changes to the provisions of **Annexure "A"** from time to time for operational reasons. The Director will be fully consulted before any such change is made.
- 8.10 The provisions of **Annexure "A"** may be amended by the Executive Committee when the Municipality's performance management system is adopted, implemented and/or amended as the case may be subject to clause 5.3.
- 8.11 The evaluation of the employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 8.11.1 A performance bonus ranging from 5% to 14% of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that -
- (a) a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
- (b) a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

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9. OBLIGATIONS OF THE MUNICIPALITY

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

10. CONSULTATION

- 10.1 The Executive Committee and / or Municipal Manager agrees to consult the Director within a reasonable time where the exercising of the Executive Committee's and / or Municipal Manager's powers will –

- 10.1.1 have a direct effect on the performance of any of the Director's functions;
- 10.1.2 commit the Director to implement or to give effect to a decision made by the Executive Committee and/or Municipal Manager;
- 10.1.3 have a substantial financial effect on the Municipality.

- 10.2 The Municipal Manager agrees to inform the Director of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable, to enable the Director to take any necessary action without delay.

11. CONSEQUENCE OF UNACCEPTABLE OR POOR PERFORMANCE

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

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- 11.2 The Director will have the opportunity at the meeting to satisfy the Municipal Manager of the measures being taken to ensure that the Manager's performance becomes satisfactory in accordance with a documented programme, including any dates, for implementing these measures.
- 11.3 The Municipality will provide systematic remedial or developmental support to assist the Director to improve his/her performance.
- 11.4 If, after appropriate performance counseling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Municipal Manager holds the view that the performance of the Director is not satisfactory, the Municipal Council will, subject to compliance with applicable labour legislation, be entitled by notice in writing to the Director, to terminate the Director's employment in accordance with the notice period set out in the Director's contract of employment.
- 11.5 Where there is a dispute or difference as to the performance of the Director under this Agreement, the Parties will confer with a view to resolving the dispute or difference.
- 11.6 Nothing contained in this Agreement in any way limits the right of the Municipality to terminate the Director's contract of employment with or without notice for any other breach by the Director of his obligations to the Municipality or for any other valid reason in law.
- 12. DISPUTES**
- 12.1 In the event that the Director is dissatisfied with any decision or action of the Executive Committee and/or Municipal Manager in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Director has achieved the performance objectives and targets established in terms of this Agreement, the Director may meet with the Municipal Manager with a view to resolving the issue. At the Director's request the Municipal Manager will record the outcome of the meeting in writing.
- 12.2 In the event that the Director remains dissatisfied with the outcome of that meeting, he may raise the issue in writing with the Mayor. The Mayor will determine a process within 4 (four) weeks for resolving the issue, which will involve at least providing the Director with an opportunity to state his case orally or in writing before the Mayor. At the Director's request the Mayor will record the outcome of the meeting in writing. The final decision of the Mayor on the issue will be made within 6 (six) weeks of the issue being raised with the latter and will, subject to common law and applicable labour law, be final.
- 12.3 If any dispute about the nature of the Director's performance agreement whether it relates to key responsibilities, priorities, methods of assessment or any other matter provided for cannot be resolved through an internal mechanism as contemplated above, the dispute will be mediated by the MEC for local government in the province or any other person appointed by the MEC within 30 days of receipt of a formal dispute from the Director.

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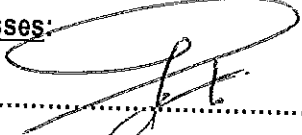


- 12.4 In the event that the mediation process contemplated above fails, the relevant arbitration clause of the contract of employment will apply.

13. GENERAL

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

Signed at LADY GREY on this 31 day of July 2013.

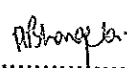
As Witnesses:

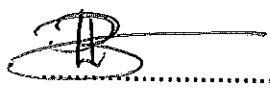
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Municipal Manager
SENQU LOCAL MUNICIPALITY

Signed at on this day of July 2013.

As Witnesses:

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Director: IPME
SENQU LOCAL MUNICIPALITY

ANNEXURE “A”

PERFORMANCE PLAN



2013/2014 FINANCIAL YEAR: PERFORMANCE PLAN

MRS. P.L BUSHULA

**DIRECTOR:INTEGRATED PLANNING, MONITORING AND EVALUATION
SENQU LOCAL MUNICIPALITY**

SENQU MUNICIPALITY

INTEGRATED PLANNING, MONITORING AND EVALUATION PERFORMANCE PLAN (JULY - JUNE) 2013-2014



Key: Star assessment on likelihood of achieving annual target	
★	Annual Target Exceeded
👉	Annual target in progress / Proceeding well target will be met
👉	Meeting target
👉	Under achieving on target. More work to be done
👉	On hold / No funding
?	Assessment not possible to determine at this stage
👉	Target under construction / Construction of new Target
🔍	Target to be Revised and or Target Reviewed (motivation to provided in general comments)

KPA 2: LOCAL ECONOMIC DEVELOPMENT													KPA WEIGHT:20%	
STRATEGIC OBJECTIVE	PROGRAMME							CHARTERED TARGETS				Audit Evidence	Responsible Person	
	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASLINE (JUNE 2011)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QTR 1	QTR 2	QTR 3	QTR 4			
Making the municipal area more attractive to investors, tourists and individuals To increase the number and length of stay of foreign and domestic tourists in Benoni municipal area by 2017	LED001-01	Market Safety Alliance Visit as a tourist destination	Previous years Tourism income	Market income in May 2014	Director PHE/Manager PEO	Level of Marketing carried out	Well marketed municipal area	Designations EDDs related			Along the custom routes	Reports submitted to EDD	Director PHE	
	LED001-02	Reorganise and improve the Safety Tourism website by June 2014	Current Website	Generate information on Safety Tourism website by June 2014	Director PHE/Manager PEO	Website redesigned	Well marketed municipal area	Share information on place of interest	Priorities discuss with LTO	Director visit LTO while heads in go on website	Upload information on website	Reports submitted to EDD	Director PHE	
	LED001-03	Strengthen and capacitate LTO and CTO's	CTO's are authorised but not consistently operational	Develop and implement an annual inspection plan for CTO's and LTO by June 2014	Director PHE/Manager PEO	Meetings held	Improved and upgraded planning in tourism	Develop and adopt the annual inspection plan by September 2013	Implement the inspection plan	Monthly reports on project progress	Monthly reports on project progress	Reports submitted to EDD	Director PHE	
	LED001-04	Market 2 emerging products overseas	New initiative	CTO to identify and market 2 emerging products overseas by December 2013	Director PHE/Manager PEO	Level of support provided	Improved local products marketing	Facilitate localisation by September 2013	Identify 2 emerging tourism products overseas by December 2013	Monthly market reports	Monthly market reports	Reports submitted to EDD	Director PHE	
	LED001-05	Conduct community tourism awareness	New initiative	Start initiative awareness campaign by September 2013	Director PHE/Manager PEO	Awareness held	Improved awareness about Safety Tourism	Run 1 tourism community awareness campaign by September 2013				Reports submitted to EDD	Director PHE	
	LED001-06	Develop and implement tourism signage and upgrade existing signage at key points	Existing points	Signs for information and upgrading by 31 May 2014	Director PHE/Manager PEO	Signages installed	Improved signage about Safety Tourism	CTO to identify signage and site needs by September 2013	Identified Signs and other needed	Identified signs and signs upgraded and set up by March 2014			Reports submitted to EDD	Director PHE
	LED001-07	Promote existing events and introduce new events	Funding is provided by and District	CTO to support at least 2 events for promotion by June 2014	Director PHE/Manager PEO	Support provided	Improved local products marketing	CTO to identify at least 2 events for promotion by September 2013	Quarterly reports on events provided	Quarterly reports on events provided	Quarterly reports on events provided	Reports submitted to EDD	Director PHE	
	LED001-08	Develop an annual events calendar	New initiative	Develop a calendar of events for the year by December 2013	Director PHE/Manager PEO	Calendar developed	Generate LED by reports		Develop a calendar of events				Approved Calendar	Director PHE

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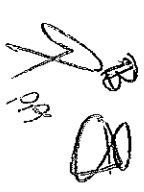
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KPA 2: LOCAL ECONOMIC DEVELOPMENT											KPA WEIGHT: 20%			
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2019)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
Create an conducive environment for existing, new and start-up business	ECONOMIC TRANSFORMATION - 02	LED002-01	4 Economic Development Centres	4 Meetings	4 Quarters meetings of LED	Director PUE/Manager PUE	Meetings held	Continued LED Programmes	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	Agenda and minutes	Director PUE
			LED002-03	Jobs created in the CME	2020	2 Quarterly Reports on jobs created	Director PUE/Manager PUE	Number of jobs created	Improved socio economic conditions of the poor	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	Quarterly job creation Reports submitted to the Exec
Create an conducive environment for existing, new and start-up business	SMME - LED03	LED03-02	Develop a book and investment policy	New Industry Investment Policy by March 2014	Adopted book and Investment Policy by March 2014	Director PUE/Manager PUE	Policy Document	Continued LED services provided to entrepreneurs	Develop T&E or services provided by September 2016	Agenda/Service provided by December 2016	Policy implemented and accepted by March 2014	Policy adopted, passed and implemented by March 2014	Council Resolution Reports and input to supporting the SMEs	Director PUE
			LED03-01	2014/15 businesses with 100000 turnover and 100000 turnover										

KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY													KPA WEIGHT: 15%	
STRATEGIC OBJECTIVE	PROGRAMME	KEY NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2019)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				AUDIT EVIDENCE	RESPONSIBLE PERSON
To comply with the MFMA prescriptions of supply chain management	SUPPLY CHAIN MANAGEMENT (ADMINISTRATION AND REPORTING) - MFMV01	MFMV01-02	Approved contracts management	Not indicated	2 Monthly Reports	CP/ Director IPME Municipal Government and Contractors R 15 R 17 R 12	2 Reports complete	Financial reporting of Services from approved Service Providers	3 Reports	3 Reports	3 Reports	3 Reports	12 Reports submitted to EOP	IPME/CP/CO


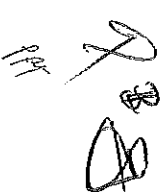
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KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY														KPA WEIGHT: 15%			
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER				KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2013)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
												QRT 1	QRT 2	QRT 3	QRT 4		
To ensure that reporting is consistent with what is actually happening in the municipality and enhance financial monitoring	REPORTING - MFMV08	MFMV08-01	100% Compliance with all Financial Reporting requirements	2012/2013	All Reporting Document sent to M	CFO Manager ETO	Compliance with Treasury Regulations and the MFMA	Improved Financial Management AND Reporting	Quarterly Compliance Report	Quarterly Compliance Report	Quarterly Compliance Report	Quarterly Compliance Report	Quarterly Compliance Report	Quarterly Compliance Report	Quarterly Compliance Report	IT expanding reports	CFO
To become a financial viable municipality that is able to account, report on all monies spent for service delivery purposes	FINANCIAL MANAGEMENT - FMV03	MFMV03-05	% of grants received actually spent	2012/2013	100% Expenditure	CFO Manager Expenditure and SOA	All grants spent accordingly	Improved Expenditure of all grants received	25%	50%	75%	100%	Expenditure Report submitted to ETO	CFO			
		MFMV03-06	% Capital Budget actually spent	2012/2013	100% Expenditure	CFO Manager Expenditure and SOA	Capital budget spent	Improved Expenditure of Municipal Budgets with the planned inputs	25%	50%	75%	100%	Expenditure Report submitted to ETO	CFO			
		MFMV03-04	% of operations budget actually spent	2012/2013	100% Expenditure	CFO Manager Expenditure and SOA	Operations budget spent	Improved Expenditure of Municipal Budgets with the planned inputs	25%	50%	75%	100%	Expenditure Report submitted to ETO	CFO			
To manage, control and maintain all municipal assets according to MFMA regulations and good asset management practices	ASSET MANAGEMENT - MFMV02	MFMV02-01	Quarterly reporting of Asset Manager's Report	Non-Consistent	4 Quarterly Reports	CFO Manager Expenditure and SOA	Reports compiled	Improved Monitoring of Municipal Assets	1 Quarterly Reports	1 Quarterly Reports	1 Quarterly Reports	1 Quarterly Reports	Reports submitted to ETO	CFO			

KPA 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT													KPA WEIGHT: 15%			
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2011)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person		
									QRT 1	QRT 2	QRT 3	QRT 4				
To promote effective and inspiring governance	EMPLOYMENT EQUITY - MTID02	MTID02-02	5% compliance with the employment equity plan in the 3 highest levels of management	Top Management: 100% Middle Managers: 90% Services and Officers: 45%	70 % / 4 Compliance Reports submitted to Exec	Director Corporate/Manager HR	Compliance with Employment Equity Plan	Conformance with the Employment Equity Act	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	2 Reports to Exec	Director Corporate Services		
To have an effective and transparent performance driven organisation capable of effective service delivery and sound administration	RECRUITMENT, SELECTION AND EMPLOYEE MANAGEMENT - MTID03	MTID03-01	Number of Budget Departmental positions filled within 3 months after being vacant	5 Positions (Individual)	4 Quarterly Reports on all positions filled within 3 months of being vacant	Director Corporate/Manager HR	Reports on filling of vacancies	Improved Human Resources Management	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	4 Quarterly Reports submitted to Top Management	Director Corporate Services		
		MTID03-02	Number of Budget vacant positions filled	55 Positions were filled (freelancers)	4 Quarterly Reports on all budgeted positions filled	Director Corporate/Manager HR	Reports on filling of vacancies	Improved Human Resources Management	Quarter Report	Quarter Report	Quarter Report	Quarter Report	5 Quarterly Reports submitted to Top Management	Director Corporate Services		




KPA 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT													KPA WEIGHT:15%			
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2011)	ANNUAL TARGETS	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				AUDIT EVIDENCE	Responsible Person		
									QRT1	QRT2	QRT3	QRT4				
To provide manage municipal matters within prescribed legislative and policies	POLICIES AND BY-LAWS - MTID 07	MTID07-02	Enforce all departments policies	2012/2013 Revenue of 100% of 2012/2013	All points reviewed by 10 June 2013	Director Corporate Manager HR / R 2013/13	Number of policies reviewed	Improved management of human resources and institutional matters					Control Statement Reporting Policies	Director Corporate Services		

KPA 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

KPA WEIGHT: 16%

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (Q1/E 2015)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				ADDITIONAL EVIDENCE	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
To ensure coherent and transparent decision making within the municipality	ADMINISTRATION - MTID10	MTID10-01	% of Council Executive Management resolutions passed	20/22/2015 Trading Report	100% Quarterly compliance	Director Corporate Manager Council Support	Reports compiled	Approved implementation of Council Resolutions	100% Quarterly compliance	100% Quarterly compliance	100% Quarterly compliance	100% Quarterly compliance	Trading Report to Executive Council	Director Corporate Services
		MTID10-02	Number of Council meetings held	4 Meetings	4 Meetings	Director Corporate Manager Council Support	All Meetings organised	Approved Oversight of Council and Decision Making	1 Meeting	1 Meeting	1 Meeting	1 Meeting	Agenda and Minutes	Director Corporate Services
		MTID10-03	Number of Exec meetings held	10 Meetings	10 Meetings	Director Corporate Manager Council Support	All Meetings organised	Approved Oversight of Council and Decision Making	2 Meetings	2 Meetings	2 Meetings	3 Meetings	Agenda and Minutes	Director Corporate Services
		MTID10-04	Develop Operational Procedure Manuals	New Indicator	Approved Procedure Manuals by 31 December 2015	Director Corporate Manager Council Support	Institutional Procedure Manuals developed	Improved Municipal Systems		Develop Procedure Manual			Approved Consolidated Procedure Manual	Director Corporate Services




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KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

KPA WEIGHT: 30%

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2019)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Aide Evidence	Responsible Person
									Q01/1	Q02/2	Q03/3	Q04/4		
									Q01/1	Q02/2	Q03/3	Q04/4		
To promote and instill good governance practices within Sango municipality	RISK G001	G001-01	Quarterly Issuing of Risk Register	4 Quarterly Reports	4 Quarterly Reports on the Issuing of the Register	Director PME Manager Governance and Compliance Risk Officer	Completed Risk Register	Reduced Risk in the Municipality	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	4 Reports submitted to the Audit Committee	Director IPME
		G001-02	4 Quarterly Performance/ Risk Assessment Reports	4 Reports	4 Quarterly Reports	Director PME Manager Governance and Compliance Officer	Risk Assessment Reports	Reduced Risk in the Municipality	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	4 Reports submitted to the Audit Committee	Director IPME
		G002-01	State SOBP signed by new PM	2019/2020 SOBP	Current SOBP	Director PME/CO Manager Governance and Compliance Officer	Final SOBP	Improved budgeting and compliance			Don't SOBP presented to the IPD (Saving Committee) and by Council	Final Don't adopted by Council	Council Resolution accepting the SOBP	Director PME/CO
		G002-02	1 Performance report quarterly issued to Manager IPD and the Municipal Manager	New indicator	1 signed Performance Agreement by 31 July 2019	Director PME Manager Governance and Compliance Officer	Actual number of signed performance agreements	Improved Performance Monitoring and Reporting	1 Signed Performance Agreements				1 Signed Performance Agreements	Director IPME
Within the municipality	R02	G002-03	3 signed performance agreement of risks management	New indicator	3 signed Performance Agreements by July 2019	Director PME Manager Governance and Compliance Officer	Actual number of signed performance agreements	Improved Performance Monitoring and Reporting	3 signed Performance Agreements				3 signed Performance Agreements	Director IPME
		G002-04	4 Quarterly performance report/progress and achievement/weaknesses and improvement action plan submitted to the Mayor and the Council	New indicator	4 Performance Reports submitted to the Mayor and Council	Director PME Manager Governance and Compliance Officer	Actual number of performance reports submitted	Improved Performance Monitoring and Reporting	1 Performance Reports submitted to Mayor	1 Performance Reports submitted to Mayor	1 Performance Reports submitted to Mayor	1 Performance Reports submitted to Mayor	4 Reports submitted to the Mayor and Council	Director IPME

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PERFORMANCE MANAGEMENT - 00

GGPP02-01	13 Quarterly Country Performance reports prepared and submitted to Directors, including the quarterly and of the quarter	New indicator	12 Quarterly Sectoral Performance Reports submitted to Directors	Director PML/Manager Governance and Compliance/ Monitoring and Compliance Officer	Actual Number of performance reports submitted	Improved Performance Monitoring and Reporting	2 Quarterly Sectoral Reports	2 Quarterly Sectoral Reports	3 Quarterly Sectoral Reports	3 Quarterly Sectoral Reports	Proof of Submission to Directors and Exco Ratification of the Reports	Director PML/
GGPP02-02	10/12/2011 Sector 45 Report completed by 31 August 2012	2011/2012 Sector 46 Report	A completed A country sectoral 22 Report submitted to Exco, PML/Manager Governance and Compliance 11 March 2012	Director PML/Manager Governance and Compliance	Annual Performance Report	Improved Performance Monitoring and Reporting	Review and submission to the Audit Committee				Proof of Submission to the Audit Committee	Director PML/
GGPP02-03	20/12/2011 18/11/12 performance report submitted to Exco by 15 January 2014	20/12/2012 18/12/12 Year Report (672)	A completed sectoral 22 Report submitted to Exco, PML/Manager Governance and Compliance 11 March 2012	Director PML/Manager Governance and Compliance	Sector 12 Report	Improved Performance Monitoring and Reporting					Council Resolution adopting the Report	Director PML/
GGPP02-04	20/12/2011 18/11/12 Annual Report submitted to Exco, PML/Manager Governance and Compliance 11 March 2012	20/12/2012 18/12/12 Annual Report submitted to Exco, PML/Manager Governance and Compliance 11 March 2012	A completed Draft Annual Report submitted to Exco, PML/Manager Governance and Compliance 11 March 2012	Director PML/Manager Governance and Compliance	Draft Annual Report	Improved Performance Monitoring and Reporting					Council Resolution ratifying the Draft Report	Director PML/
GGPP02-05	Final Draft 20/12/2012 Annual Report submitted by 31 March 2014	20/12/2012 Annual Report	A completed Annual Report submitted to Exco and approved by Council 21 March 2014	Director PML/Manager Governance and Compliance	Annual Report	Improved Performance Monitoring and Reporting					Council Resolution adopting the Report	Director PML/
GGPP02-10	Annex 1, annex 2 and 3/4/5 completed and submitted to Exco by 28 of March	New indicator	4 Quarterly reports on the four countries submitted by 31 March 2014	Director PML/Manager (SR) Governance and Compliance/ Monitoring and Reporting	100% Country Website	Improved Compliance with Legislative Requirements	Quarterly Website Compliance Register	Quarterly Website Compliance Register	Quarterly Website Compliance Register	Quarterly Website Compliance Register	Compliance Register submitted to Exco for ratifying	Director PML/

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KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

KPA WEIGHT: 30%

STRATEGIC OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2019)	ANNUAL TARGET	REPORT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person		
								QTR1	QTR 2	QTR 3	QTR 4				
To promote and instill good governance practices within Senqo municipality	OVERSIGHT - G0PP03	G0PP03-01	4 Meetings	4 Quarterly Meetings	WMCO/Urban Accts Assistant	All 4 planned meetings held	Enhance oversight over Municipal budgeting	1 Quarterly Meetings	1 Quarterly Meetings	1 Quarterly Meetings	1 Quarterly Meetings	Agenda and Minutes	COO		
		G0PP03-02	4 Meetings	4 Quarterly Meetings	WMCO/E	All 4 planned meetings held	Enhance oversight over Municipal budgeting	1 Quarterly Meetings	1 Quarterly Meetings	1 Quarterly Meetings	1 Quarterly Meetings	1 Meeting		COO	
To promote and instill good governance practices within Senqo municipality	GOVERNANCE- G0PP04	G0PP04-01	Adopt and finalise the Auditor's Report on the AC's report of financial performance	Qualified Audit Opinion	Unqualified Audit opinion	WMCO/CAU Directors	Unqualified Audit Report	Improved Good Governance				Unqualified Audit opinion	Audit Report	Director IPME	
		G0PP04-01	Final IDP adopted	2019/2023 Final Draft	Approved 2019/2023 Final IDP by 31 May 2019	Director IPME/ PCD Manager	Final Draft IDP	Involved communities in IDP planning				Unqualified Audit opinion	Council Resolution adopting the Final Draft IDP	Director IPME	
		G0PP04-02	IP and Budget Process Plan developed	2019/2023 Process Plan	Process Plan adopted by 31 August 2019	Director IPME/ED Manager	Process Plan	Involved communities in IDP planning	2019/2023 Process Plan				Council Resolution adopting the Final Draft IDP	Director IPME	
		G0PP04-03	Number of IDP Representatives Consulted quarterly	4 Meetings	4 Quarterly Meetings Attended	Director IPME/ED Manager	All 4 planned meetings attended	Involved communities in IDP planning	1 Quarterly Meetings Attended	1 Quarterly Meetings Attended	1 Quarterly Meetings Attended	1 Quarterly Meetings Attended	Agenda and Minutes	Director IPME	
To promote and instill good governance practices within the Senqo Municipality	IDP - G0PP05	G0PP05-04	Number of IDP and Budget representatives consulted quarterly	4 Meetings (6 months)	WMCO/Urban Accts Assistant	All 4 planned meetings held	Improved oversight over Municipal budgeting	1 Quarterly Meetings	1 Quarterly Meetings	1 Quarterly Meetings	1 Quarterly Meetings	Agenda and Minutes	Director IPME/COO		
		G0PP05-03	Number of IDP Representatives Consulted quarterly	4 Meetings	4 Quarterly Meetings Attended	Director IPME/ED Manager	All 4 planned meetings attended	Involved communities in IDP planning	1 Quarterly Meetings Attended	1 Quarterly Meetings Attended	1 Quarterly Meetings Attended	1 Quarterly Meetings Attended	Agenda and Minutes	Director IPME	
		G0PP05-02	IP and Budget Process Plan developed	2019/2023 Process Plan	Process Plan adopted by 31 August 2019	Director IPME/ED Manager	Process Plan	Involved communities in IDP planning	2019/2023 Process Plan				Council Resolution adopting the Final Draft IDP	Director IPME	
		G0PP05-01	Final IDP adopted	2019/2023 Final Draft	Approved 2019/2023 Final IDP by 31 May 2019	Director IPME/ PCD Manager	Final Draft IDP	Involved communities in IDP planning				Unqualified Audit opinion	Council Resolution adopting the Final Draft IDP	Director IPME	

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KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

KPA WEIGHT: 30%

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASLINE (JUNE 2015)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit/Evidence	Responsible Person
To promote interactive communication with customers around service delivery issues	COMMUNICATIONS & PUBLIC PARTICIPATION-GG05	GGPPM-01	Launch the public participation forum by December 2015	New Indicator	Public Participation Forum launched	Director PME Manager (SR and Communications)	Public Participation Forum launched	Improved Public Participation within the Municipality	1 Deputy Mayor leading with Ward Committees				Agenda and Minutes	Director IPME
		GGPPM-02	Develop and launch the Public Participation Policy by December 2015	New Indicator	Approved Public Participation Policy by 31 December 2015	Director PME Manager (SR and Communications)	Reviewed Public Participation Plan	Improved Public Participation within the Municipality		Plan approved			Council Resolution Approving the Plan	Director IPME
		GGPPM-03	Monitor all report notices	2 Meetings	4 Quarterly Meetings held	Director PME Manager (SR and Communications)	All 4 planned meetings held	Enhanced Public Participation	1 Meeting per ward			1 Meeting per ward	Agenda and Minutes	Director IPME
		GGPPM-04	Implement and the communication strategy	New Indicator	4 Implementation Reports	Director PME Manager (SR and Communications)	All 4 Reports actually compiled	Improved capacity in communication municipal information	Implementation Report	Implementation Report	Implementation Report	Implementation Report	4 Reports submitted to EDC	Director IPME
		GGPPM-05	Develop and the financial strategy policy by 31 March 2016	New Indicator	Approved Financial Policy by 31 March 2016	Director PME Manager (SR and Communications)	Bidding Policy developed	Enhanced financing of the Service Municipality		Plan Approved			Council Resolution Approving the Policy	Director IPME
		GGPPM-06	Monitor of customer care and track knowledge by 30 September 2015	New Indicator	Customer Care Line installed and operational by 30 September 2015	Director PME Manager (SR and Communications)	Operational Customer Care Line	Improved Delivery of Services to our Community	Launch of the Customer Care Line	Complaints Report	Complaints Report	Complaints Report		Director IPME/ Director Corporate Services
		GGPPM-07	Implement customer care strategy	4 Internal and 10 External	4 External and 10 Internal	Director PME Manager (SR and Communications)	All planned customer care activities achieved	Improved Communication with External Stakeholders	1 External Stakeholder and 10 Internal Stakeholders	1 External Stakeholder and 10 Internal Stakeholders	1 External Stakeholder and 2 Internal Stakeholders	1 External Stakeholder and 3 Internal Stakeholders	Spoke Cards	Director IPME

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To promote the mainstreaming and uptake of HIV and AIDS, women and children, youth, people with disabilities and the elderly into municipal Socio-Economic Programmes and Projects

MAINSTREAMING - GPP07

GPP07-01	GPP07-02	GPP07-03	GPP07-04	GPP07-05	GPP07-06
Develop and implement the HIV/AIDS Strategy	Submit and implement the HIV/AIDS Strategy	Monitor SPU activities related to HIV/AIDS (quarterly)	4 Local AIDS Council meetings per year	Send reports on HIV/AIDS to the relevant departments	Send reports on HIV/AIDS to the relevant departments
New indicator	New indicator	4 meetings (1 meeting per quarter)	4 meetings (1 meeting per quarter)	New indicator	New indicator
Approved HIV/AIDS Strategy by 31 December 2013 and 2014	Approved SPU Annual Activity Plan by 31 December 2013 and 2014	4 Meetings (1 meeting per quarter)	4 Meetings (1 meeting per quarter)	2013/2014 SPU Annual Activity Plan by 31 December 2013	2013/2014 SPU Annual Activity Plan by 31 December 2013
Director: PHE Manager: GR and Communication	Director: PHE Manager: GR and Communication	Director: PHE Manager: GR and Communication	Director: PHE Manager: GR and Communication	Director: PHE Manager: GR and Communication	Director: PHE Manager: GR and Communication
Strategy Developed	Plan Developed	4 Meetings held	4 Meetings held	Event held	Event held
Improved Monitoring of HIV/AIDS related issues	Improved Monitoring of SPU related issues	Improved Monitoring of SPU related issues	Improved Monitoring of HIV/AIDS related issues	Improved Youth Development	Improved Youth Development
	Plan Approved	1 Meeting per Structure	1 Quarterly Meeting	1 Event	1 Event
Strategy Adopted	Implementation Report	1 Meeting per Structure	1 Quarterly Meeting		
Strategy Implementation Report	Implementation Report	1 Meeting per Structure	1 Quarterly Meeting		
Reports submitted to ECD	Approved Plan and Quarterly Implementation Reports submitted to ECD	Reports submitted to ECD	Reports submitted to ECD	Project Report Submitted to ECD	Project Report Submitted to ECD
Director: PHE	Director: PHE	Director: PHE	Director: PHE	Director: PHE	Director: PHE

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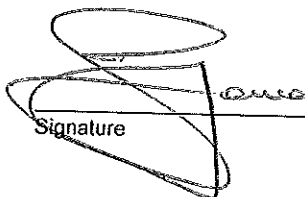
I, PALESA LERATO BUSHULA the Director IPME of Senqu Local Municipality, hereby accept this plan as a basis of monitoring my performance during the 2013/2014 financial year. I accept that the indicators and targets as presented in the performance plan are accurate and that I have been given the opportunity to provide inputs in their development.


Signature

31-07-2013
Date

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I, MXOLISI MAXSON YAWA the 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

31-07-2013
Date

ANNEXURE “B” PERFORMANCE DEVELOPMENT PLAN