



Made and entered into by and between

**the Executive Mayor of the
JOE GQABI DISTRICT MUNICIPALITY
("the Municipality")**

**herein represented by the Executive Mayor
Councillor Zibonele Isaac Dumzela**

and

**Mr. Zolile Albert Williams
the Municipal Manager of the
JOE GQABI DISTRICT MUNICIPALITY
("the Manager")**

**for the financial year:
1 July 2014 to 30 June 2015**

Zolile Albert Williams

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 Municipal Manager for a period of 5 years, commencing on **01 JANUARY 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 Municipal Manager to a set of outcomes that will secure local government policy goals.
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4A), (4B) and (5) of the Systems Act.
- 1.5 In this Agreement the following words will have the meaning ascribed thereto:

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

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

"the Municipal Manager" – means the Municipal Manager appointed in terms of Section 54A of the Local Government: Municipal Systems Act, No. 32 of 2000 as amended

"the Municipality" – means the JOE GQABI DISTRICT MUNICIPALITY.

"the Parties" - means the Municipal Manager and the Executive Mayor on behalf of the JOE GQABI DISTRICT MUNICIPALITY.

2. PURPOSE OF THIS AGREEMENT

- 2.1 The Parties agree that the purposes of this Agreement are to:
- 2.1.1. comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Systems Act as well as the contract of employment entered into between the Parties;
- 2.1.2. specify objectives and targets established for the Municipal Manager and to communicate to the Executive Mayor the Municipality's expectations of the Municipal Manager's performance and accountability;
- 2.1.3. specify accountabilities as set out in Annexure A;
- 2.1.4. monitor and measure performance against targeted outputs and outcomes;

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- 2.1.5. use Annexures A and B as a basis for assessing the Municipal Manager for permanent employment and/or to assess whether the Municipal Manager has met the performance expectations applicable to his/her job;
- 2.1.6. appropriately reward the Municipal Manager in accordance with the Municipality's performance management policy in the event of outstanding performance;
- 2.1.7. establish a transparent and accountable working relationship; and
- 2.1.8. give effect to the Municipality's commitment to a performance-orientated relationship with its Municipal Manager 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 2014 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 Municipal Manager be entitled to a bonus, this will be paid out after approval by Council and not later than sixty (60) days thereafter in the Municipal Manager's salary for a month that shall be applicable.
- 3.4 The payment of a performance bonus for the year in which the Municipal Manager's contract of employment expires will be done as set out in clause 3.3 and the bonus so determined will be paid to the Municipal Manager on the last day of his/her employment or not later than 30 days thereafter.
- 3.5 In the event of the Municipal Manager commencing or terminating his services with the Municipality during the validity period of this Agreement, the Municipal Manager's performance for the portion of the period referred to in clause 3.1 during which he was employed, will be evaluated and he will be entitled to a pro rata performance bonus based on his evaluated performance and the period of actual service.
- 3.6 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon by the Parties.
- 3.7 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.
- 3.8 This Agreement will terminate on the termination of the Municipal Manager's contract of employment for any reason.

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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 Municipal Manager; 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 Municipal Manager's personal developmental requirements in line with the objectives and targets of the Municipality.
- 4.3 The Core Management Competencies reflected as set out those management skills regarded as critical to the position held by the Municipal Manager.
- 4.4 The performance objectives and targets reflected in Annexure A are set by the Municipality in consultation with the Municipal Manager and based on the Integrated Development Plan and the budget of the Municipality, and include key objectives, key performance areas, target dates and weightings.
- 4.5 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the time frame in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.6 The Municipal Manager's performance will, in addition, be measured in terms of contributions to the development objectives and strategies set out in the Municipality's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Municipal Manager agrees to participate in the performance management system that the Municipality adopts or introduces for the municipal management and municipal staff of the Municipality.
- 5.2 The Municipal Manager accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the municipal management and municipal staff to perform to the standards required.
- 5.3 The Executive Authority will consult the Municipal Manager about the specific performance standards that will be included in the performance management system as applicable to the Municipal Manager.
- 5.4 The Municipal Manager undertakes to actively focus towards the promotion and implementation of his/her Key Performance Areas as set out in Annexure A including special projects relevant to the Municipal Manager's responsibilities within the local government framework.

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6. PERFORMANCE ASSESSMENT

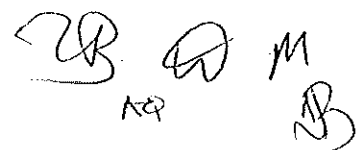
- 6.1 The performance of the Municipal Manager will be assessed against the outputs and outcomes achieved in terms of his/her Key Performance Areas (KPA) as fully described in Annexure A and his/her Core Management Competencies (CMCs) determined at the commencement of this Agreement with a weighting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

KEY PERFORMANCE AREAS (KPAS)	WEIGHT
• Basic Service Delivery and Infrastructure Provision	30%
• Local Economic Development (LED)	15%
• Municipal Financial Viability and Management	15%
• Municipal Transformation and Institutional Development	10%
• Good Governance and Public Participation	10%
Total	80%

UB DM
ACF B

- 6.3 The weightings agreed to in respect of the CMCs considered most critical for the Municipal Manager's position are set out in the table below:

CORE COMPETENCY REQUIREMENTS - CCRs		
CORE MANAGERIAL COMPETENCIES (CMC)	CHOICE (x)	WEIGHT
Strategic Capability and Leadership	x	3
Programme and Project Management		
Financial Management	compulsory	6
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	compulsory	4
Client Orientation and Customer Focus	compulsory	2
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COCs)		
Competence in Self-Management		
Interpretation of and implementation within the legislative and national policy frameworks		
Knowledge of Developmental Local Government	X	3
Knowledge of Performance Management and Reporting		
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	X	2
Competence as required by other national line sector departments		
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 Manager will be based on the following levels for KPAs and CMCs:

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



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6.5 To determine which rating on the five-point scale did the Manager 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.

Duration of task	- Was the target achieved within the projected time frame?
Level of complexity	- Required problem solving - Reconciling different perceptions - Innovative alternatives used
Cost	- within budget - saving - overspending
Constraints	- Did envisaged constraints materialise? - If so, were steps taken to manage/reduce the effect of the constraint? - If not, did it beneficially affect the completion of the target? - Any innovative/pro-active steps to manage the constraint

7. PANEL AND SCHEDULE FOR PERFORMANCE ASSESSMENTS

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

- 7.1.1 Executive Mayor/Mayor
- 7.1.2 Chairperson of the Audit Committee
- 7.1.3 A ward committee member (on a rotational basis) where applicable
- 7.1.4 A member of the Mayoral / Executive Committee
- 7.1.5 The Mayor and/or Municipal Manager of another municipality

7.2 In addition an assessment will also be done by:

- 7.2.1 The Municipal Manager (own assessment)
- 7.2.2 Fellow section 57 managers.

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

- 7.3.1 the targets indicated for each KPA in Annexure A;
- 7.3.2 the CMCs as defined in Clause 6.3 of this agreement.

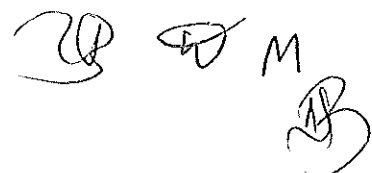
on a date to be determined for each of the following quarterly periods:

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

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

8. EVALUATING PERFORMANCE AND MANAGEMENT OF EVALUATION OUTCOMES

- 8.1 The Municipal Manager will submit quarterly performance reports and a comprehensive annual performance report prior to the performance assessment meetings to the Executive Mayor.
- 8.2 The Municipal Manager will give performance feedback to the Executive Mayor after each quarterly and the annual assessment meetings.
- 8.3 The evaluation of the Municipal Manager's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 8.4 At the end of the 4th quarter, the Executive Authority will determine if the Municipal Manager is eligible for a performance bonus as envisaged in his/her contract of employment based on the bonus allocation set out in Clause 8.11 hereto.
- 8.5 The results of the annual assessment and the scoring report of the Manager for the purposes of bonus allocation, if applicable, will be submitted to the Executive Authority for a recommendation to the full Council.
- 8.6 A fully effective assessment score will render the Municipal Manager eligible to be considered for a performance related increase (pay progression) as envisaged in his/her contract of employment provided the Municipal Manager 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 Manager'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 Executive Mayor may, in addition, review the Municipal Manager's performance at any stage while his/her contract of employment remains in force.
- 8.9 The Executive Mayor will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Municipal Manager will be fully consulted before any such change is made.

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- 8.10 The provisions of Annexure "A" may be amended by the Executive Authority when the Municipality's performance management system is adopted, implemented and/or amended as the case may be subject to clause 5.3.
- 8.11 The evaluation of the Municipal Manager'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 the Municipal Manager in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that -
- (a) a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
- (b) a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

9. OBLIGATIONS OF THE MUNICIPALITY

- 9.1 The Municipality will create an enabling environment to facilitate effective performance by the Municipal Manager.
- 9.2 The Municipal Manager will be provided with access to skills development and capacity building opportunities.
- 9.3 The Municipality will work collaboratively with the Municipal Manager to solve problems and generate solutions to common problems that may impact on the performance of the Municipal Manager.
- 9.4 The Municipality will make available to the Municipal Manager such resources including employees as the Municipal Manager 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 Municipal Manager to ensure that he complies with those performance obligations and targets.
- 9.5 The Municipal Manager 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.

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10. CONSULTATION

- 10.1 The Executive Authority agrees to consult the Municipal Manager within a reasonable time where the exercising of the Executive Authority's powers will –
- 10.1.1 have a direct effect on the performance of any of the Municipal Manager's functions;
 - 10.1.2 commit the Municipal Manager to implement or to give effect to a decision made by the Executive Authority
 - 10.1.3 have a substantial financial effect on the Municipality.
- 10.2 The Executive Mayor agrees to inform the Municipal Manager of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable, to enable the Municipal Manager to take any necessary action without delay.

11. CONSEQUENCE OF UNACCEPTABLE OR POOR PERFORMANCE

- 11.1 Where the Executive Mayor is, at any time during the Municipal Manager's employment, not satisfied with the Municipal Manager's performance with respect to any matter dealt with in this Agreement, the Executive Mayor will give notice to the Municipal Manager to attend a meeting with the Executive Mayor.
- 11.2 The Municipal Manager will have the opportunity at the meeting to satisfy the Executive Mayor 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 Municipal Manager 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 Executive Mayor holds the view that the performance of the Municipal Manager is not satisfactory, the Municipal Council will, subject to compliance with applicable labour legislation, be entitled by notice in writing to the Manager, to terminate the Manager's employment in accordance with the notice period set out in the Municipal Manager's contract of employment.
- 11.5 Where there is a dispute or difference as to the performance of the Municipal Manager under this Agreement, the Parties will confer with a view to resolving the dispute or difference.
- 11.6 Nothing contained in this Agreement in any way limits the right of the Municipality to terminate the Municipal Manager's contract of employment with or without notice for any other breach by the Municipal Manager of his obligations to the Municipality or for any other valid reason in law.

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12. DISPUTES

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

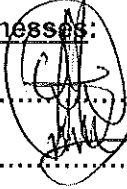
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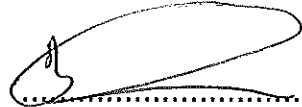
- 13.1 The contents of this Agreement and the outcome of any review conducted in terms of Annexure "A" will not be confidential, and may be made available to the public by the Municipality, where appropriate.
- 13.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the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

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Signed at BARKLY EAST on this 03 day of JULY 2014.

As Witnesses:

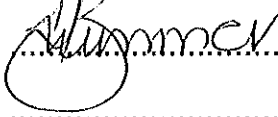
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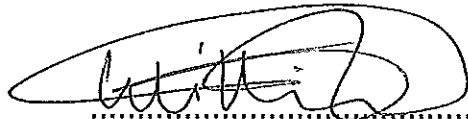


Executive Mayor
JOE GQABI DISTRICT
MUNICIPALITY

Signed at BARKLY EAST on this 03 day of JULY 2014.

As Witnesses:

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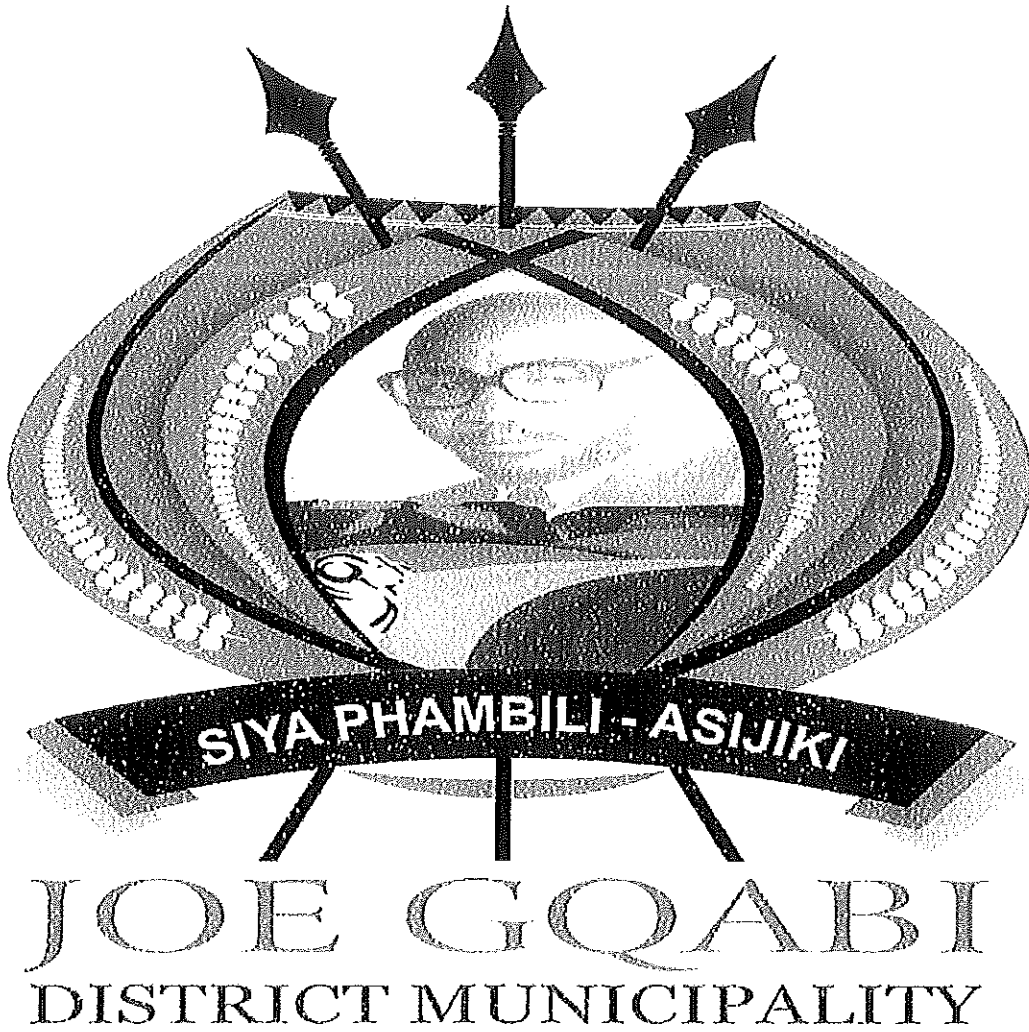


Municipal Manager
JOE GQABI DISTRICT
MUNICIPALITY

ANNEXURE A

PERFORMANCE PLAN

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2014/2015 FINANCIAL YEAR: PERFORMANCE PLAN

MUNICIPAL MANAGER: MR ZA. WILLIAMS

JOE GQABI DISTRICT MUNICIPALITY

Za. Williams

2.1 Quarterly Projections of Service Delivery Targets and Performance Indicators

2.1.1 KPA 1: Service Delivery and Infrastructure provision

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
						Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
Provide universal access to basic services	SD01: Maintain and rehabilitate all water and sanitation infrastructure	SD01-01	Improvement in municipal green drop score (output)	33	50	N/A	N/A	N/A	50	Community Services & Technical services
		SD01-02	Improvement in municipal blue drop score (Output)	85.18	87	N/A	N/A	87	N/A	Community Services & Technical services
		SD01-04	% compliance with SANS 241 for drinking water quality as per BDS (Outcome)	97%	97%	97%	97%	97%	97%	Technical Services
		SD01-05	Review of WSDP and approved by Council (LG TAs) (Input)	Approved WSDP	Review of WSDP and approved by Council	N/A	N/A	Draft to the council	Final Draft approved by Council	Community Services

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
						Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
		SD01-06	Number of reported water and waste water incidents on asset management system on which action is taken (LGTAS) (Outcome)	01:01	01:01	01:01	01:01	01:01	01:01	Technical Services
		SD01-07	No drop score achievement	New indicator	30%	N/A	N/A	N/A	30%	Community Services
	SD2: Support municipalities in the provision of municipal services		Number of Blue Drops achieved (Output)	2	2	N/A	N/A	2	N/A	Community services & Technical services
	SD03: Provide fire, emergency and rescue	SD03-01	Number of fire incidents responded to as a proportion of entries recorded in the Occurrence Book (Outcome)	01:01	01:01	01:01	01:01	01:01	01:01	Community Services

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STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
SD05: Expand and fast-track the provision of universal access to water and sanitation	SD04: Create and maintain stakeholder engagement initiatives to deal with service delivery challenges	SD05-04	SD05-01					SD04-01	SD03-02	Qtr. 1	Qtr. 2	
					Conduct S78 to determine best mechanism for delivering fire services (Input)	S78 (1) Assessment	S78 Assessment	N/A	N/A	Approval of S78 by council	N/A	Community Services
					Number of District Water forum meetings (Outcome)	2 meeting	2 meetings per Forum	1	N/A	1	N/A	Community Services
					% of households with access to basic level of water (NKPI)	69.3% (67703)	74.5% (72703)	N/A	N/A	N/A	74.5%	Technical Services/Community Services
					% of households with access to basic level of sanitation (NKPI)	55.2% (53897)	60.3% (58897)	N/A	N/A	N/A	60.3%	Technical Services/Community Services

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
						Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
SD06: Provide and improve the quality of municipal health services		SD05-05	% of households earning less than R1100 per month with access to free basic services (NKPI)	New indicator	100% of registered households (Indigents)	N/A	N/A	N/A	100% of registered households (Indigents)	Finance
		SD06-01	Number of illegal waste dumping points where compliance was enforced (Output)	100% of all illegal waste dumping sites (411)	100%	100%	100%	100%	100%	Community Services
		SD06-02	Number of inspections (Visits) per quarter on each of the 13 urban waste sites (Outcome)	14 inspection sites	12 inspection per site	3	3	3	3	Community Services
		SD06-03	% of sewage spills where compliance was enforced (Output)	100% of all sewage spills (114)	100%	100%	100%	100%	100%	Community Services

STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR		BASELINE (JUNE 2014)		ANNUAL TARGET		QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
SD07: Support rehabilitation of all road networks throughout the District		SD06-05	SD06-04									Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
							Number of Informal food vendors (hawkers, caterers, spaza shop owners) receiving Health and Hygiene education and or training (Output)	81 out of 400	80	N/A	N/A	N/A	80 (accumulative)	Community Services		
							Number of Formal Food Premises inspections undertaken (input)	204 including some that are revaluation	204	51	51	51	51	Community Services		
							Number of km's per quarter graded as per the SLA (Outcome)	6000km	4000km	1000km	1000km	1000km	1000km	Technical Services		
							SD07-01									

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STRATEGIC OBJECTIVE		PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
							Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
Facilitate environmental management and conservation		SD8: Facilitate improvement of network and communications towers throughout the District	SD8-01	Number of engagement sessions held leading to installation/upgrading of communications towers (Outcome)	1	1	N/A	N/A	N/A	1	COO
SD9: Implement working for water and working for wetlands			SD9-01	% budget expenditure in the National FY on implementation of working for Wetland rehabilitation programme (Output)	100%	100% expenditure	N/A	N/A	100%	N/A	Community Services
			SD9-02	% budget expenditure in the National FY of alien plants eradication programme (Working for Water) (Outcome)	100%	100% expenditure	N/A	N/A	100%	N/A	Community Services

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2.1.2: Local Economic Development

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
						Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
Facilitate and implement job creation and poverty alleviation initiatives	LED01: Implement projects and programmes through labour intensive methods	LED01-01	Number of jobs created through municipality's local economic-development initiatives including capital projects	2723	2000	500	500	500	500	Technical Services
		LED01-02	Number of job opportunities created through VAW and wetlands (Output)	1986	497 in each quarter	497	497	497	497	Community Services
	LED02-01	Number of information sessions held with farming communities (Outcome)	1	1	N/A	N/A	1	N/A	COO	

STRATEGIC OBJECTIVE		PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
							Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
LED04: Support and facilitate rural development and poverty alleviation programmes		LED03: Encourage and support initiatives geared towards mass job creation and sustainable livelihoods		Number of reports on job opportunities created through CWP (Input)	3 reports	2 reports	1 report	N/A	1 report	N/A	COO
LED04-02	LED04-01	LED03-01					2 reports	1 report	N/A	1 report	
				Number of Reports on the implementation of Rural development programme and anti-poverty strategy (Input)	2	2 reports	1 report	N/A	1 report	N/A	COO
				Number of funding applications submitted for cooperatives and SMMEs to potential funders (Outcome)	3	2	N/A	N/A	N/A	2	COO

STRATEGIC OBJECTIVE		PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
							Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
Facilitate and support regional economic development initiatives		LED05: Facilitate and actively participate in youth development programmes	LED05-01	Number of business support meetings/ engagement facilitated for social groups (Outcome)	10	10	2	2	3	3	COO
LED06: Identify, support and implement economic development flagship and anchor projects											
	LED06-01	JOGEDA: Number of Status Quo reports on Gariep middle income housing, Elundini middle income housing, Senqu Plastic, and Senqu Commercial Property Development presented to mayoral committee (Output)		Feasibility study, Business Plan 2007, 2013	4	1	1	1	1	COO	
LED06-02	JOGEDA: Maize Meat Hub Number of business plans approved (Output)		Business Plan 2011	1	N/A	N/A	1	N/A	COO		

W
20/1/13

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
						Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
						LED06-03	JOGEDA: Investment Strategy Number of investment strategy developed and approved (Input)	0	1	
LED06-04	LED strategy reviewed and adopted by Council (Input)	LED Strategy	LED strategy reviewed and adopted by Council	Draft approved by council	Final Draft approval by council	N/A	N/A	COO		
LED07-01	LED07: Facilitate and support local supplier development initiatives	Number of Suppliers Day held (Outcome)	3	4	1	1	1	1	COO	
LED08-01	LED08: Create and maintain stakeholder engagement initiatives	Number of District Support Team forum Meetings held (Outcome)	4	2	N/A	1 meeting	N/A	1 meeting	COO	

W

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
						Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
LED09: Participate and support initiatives geared towards revitalization of towns and settlements		LED09-01	Number of reports on the implementation of District Branding and marketing strategy	District Branding and marketing strategy	2 reports	N/A	1	N/A	1	COO

2.1.3 Financial Viability and Management

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
						Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
Ensure effective financial management and reporting	FM01: Comply with all statutory financial reporting and management	FM01-01	% of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	100%	100%	25%	25%	25%	25%	All Directors
		FM01-02	% of MIG Funding expenditure (Output)	100%	100%	25%	25%	25%	25%	Technical Services
		FM01-03	Total actual trade creditors as a percentage of total actual revenue (Output)	5%	5%	5%	5%	5%	5%	Finance
		FM01-04	% of tenders concluded in accordance with (tender validity timeframe) (Output)	New indicator	100%	100%	100%	100%	100%	Finance
		FM01-05	Irregular, Fruitless and Wasteful and Unauthorised Operating Expenditure as a % of Total	0%	0%	0%	0%	0%	0%	Finance
		FM01-06	All creditors paid within 30 days of receipt of valid invoice (Output)	94% paid within 30 days	30 days	30 days	30 days	30 days	30 days	Finance

STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR		BASELINE (JUNE 2014)		ANNUAL TARGET		QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
FM02: Improve financial administrative capacity of the District																
		FM01-07		Cost coverage ratio (Output)	0.13	02.02	02.02	02.02	02.02	02.02	02.02	02.02	02.02	02.02	Finance	
		FM01-08		% of budget actually spent on implementing workplace skills plan (LGSETA and Internal training budget)	100%	100%	N/A	N/A	N/A	100%					Corporate Services	
		FM01-09		% expenditure on repairs and maintenance against the budget (Input)	73%	100%	25%	25%	25%	25%					Finance (All Directors)	
		FM02-01		Debt coverage ratio (Output)	02:03	02.03	02.03	02.03	02.03	02.03					Finance	
		FM02-02		% reduction in municipal debtors related to service charges (Output)	50%	40%	10%	10%	10%	10%					Finance	
		FM02-03		Total outstanding service debtors (NKPI)	TBD	TBD									Finance	

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STRATEGIC OBJECTIVE		PROGRAMME		KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
		KPI NUMBER					Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
FM04: Implement revenue enhancement strategy	FM04-01	FM03-01	FM02-04	% of operational budget actually spent (Input)	100%	100%	25%	25%	25%	25%	Finance (All Directors)
	FM04-02			Number of reports on the implementation of Anti-Fraud and anti-corruption strategy (Input)	Anti-Fraud and anti-corruption strategy	4 reports	1 report	1 report	1 report	1 report	COO
				% reduction in water losses (Output)	TBD	5%	N/A	N/A	N/A	5%	Technical Services
				MTRF Budget prepared and approved by council (Input)	MTRF Budget	Budget approved by council	Process plan developed and approved by council	1 st draft developed	Draft approved by council	Final Draft approval by council	Finance

2.1.4 Institutional Development and Transformation

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
						Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
Improve human resource capacity	ID01: Effectively empower and develop the Council's workforce	ID01-01	% of staff actually trained as per the WSP (Output)	100%	100%	100%	100%	100%	100%	Corporate Services
		ID01-02	Number of people from employment equity target groups employed in the three highest levels of management in compliance with EEP (Outcome)	2	5	N/A	N/A	N/A	5	Corporate Services
		ID01-04	Cumulative % of councillors actually trained as per the training programme	10%	100%	100%	100%	100%	100%	Corporate Services
		ID01-05	Number of staff who meet Minimum Competency levels (MFMA) (Outcome)	9	5 new trained staff	N/A	N/A	N/A	5	Corporate Services

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
						Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
ID02: Encourage and support capacity and skills building initiatives for communities		ID02-01	Number of training initiatives undertaken as per WSP (Outcome)	14	15	N/A	N/A	N/A	15	Corporate Services
ID03: Attract, retain and encourage skills transfer initiatives		ID03-01	Review of staff attraction and retention strategy (Input)	Staff attraction and retention strategy reviewed and adopted by council	Strategy implemented	N/A	Revised Strategy	Submission of the Draft to LLF for comments	Strategy adopted by Council	Corporate Services

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
						Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
ID04: Maintain good working conditions for staff		ID04-01	Number of LLF meetings (Outcome)	4 annually	4 meetings	1 meeting	1 meeting	1 meeting	1 meeting	Corporate Services

28/03

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
						Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
Ensure enhanced service delivery through efficient institutional	ID05: I Implement shared services on governance issues within the District	ID05-01	Conduct Study on the possible implementation of a Shared Services on IT within the District (Input)	Draft Study completed	1 report compiled	1 report compiled	N/A	N/A	N/A	Corporate Services
ID06: Ensure that funded vacant posts are filled		ID06-01	The average length of time it takes to fill a post-(Output)	3 months	3 months	3 months	3 months	3 months	3 months	Corporate Services

STRATEGIC OBJECTIVE			PROGRAMME			KPI NUMBER			KEY PERFORMANCE INDICATOR			BASELINE (JUNE 2014)			ANNUAL TARGET			QUARTERLY TARGETS					RESPONSIBLE DIRECTORATE																
ID09: Ensure availability of office space and manage council buildings in an			ID08: Strategically utilise ICT to improve government efficiency			ID07: Ensure legislative compliance and improved legal capacity of the District			ID09-01			ID08-01			ID07-01			Ratio of disciplinary hearings concluded within 3 months of initiation			New indicator			01:01			01:01			01:01			01:01			Corporate Services			
Continuously develop and strategically utilise information technology, legal services and other internal services to provide more efficient government			ID09: Ensure availability of office space and manage council buildings in an			ID08: Strategically utilise ICT to improve government efficiency			ID07: Ensure legislative compliance and improved legal capacity of the District			ID09-01			ID08-01			ID07-01			Ratio of disciplinary hearings concluded within 3 months of initiation			New indicator			01:01			01:01			01:01			01:01			Corporate Services
			Review District IT governance Framework (Input)			IT Governance Framework adopted by council			N/A			Reviewed document			Draft to council			Final draft Adopted by Council			Corporate Services												Corporate Services						
			Number of council resolutions despatched and implemented (Input)			Every mayoral committee and council			1 council and 3 mayoral			1 council and 3 mayoral			1 council and 2 mayoral			1 council and 3 mayoral			Corporate Services												Corporate Services						

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
						Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
		ID09-02	Number of ordinary Council meetings held (Outcome)	4	7 meetings	1 meeting	1 meeting	2 meetings	3 meetings	Corporate Services

2.1.5 KPA 5: Good governance and public participation

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (2014)	Annual Target	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
						Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
Facilitate intergovernmental cooperation	GG01: Promote intergovernmental cooperation initiative	GG01-01	Number of DIMAFO meetings sitting (Outcome)	4 meetings	4 meetings	1	1	1	1	COO
		GG01-02	IDP reviewed and adopted by council (Input)	IDP	IDP reviewed and adopted by council	Process plan developed and approved by council	1 st draft IDP developed	Draft IDP approved by council	Final IDP approved by council	COO
Communicate effectively with communities	GG02: Regular and effective communications with communities	GG02-01	Number of newsletters publications released (Output)	4	4	1	1	1	1	COO
		GG02-02	Number of Community Outreach meetings held and reports on issues raised (Outcome)	2 meetings and a report on each meeting prepared	2 meetings and 1 report for each LM	N/A	1 meeting and 1 report per LM	N/A	1 meeting and 1 report per LM	COO
	GG03: Work closely with traditional leadership structures in the	GG03-01	Number of Traditional leaders forum meetings (Outcome)	2	2	N/A	1 meeting	N/A	1 meeting	COO

STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR		BASELINE (2014)		Annual Target		QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE										
												Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4											
Ensure integrated planning and performance management		GG04: Strengthen internal communications		GG04-01		Review Communication Plan (Input)		Communication plan		Communication reviewed and Plan implemented		N/A	N/A	Communications Plan adopted by Council	N/A	COO										
												GG05: Promote performance management amongst councillors and officials		GG05-01		Performance Management System Policy reviewed and adopted (Input)		Prior year review and adoption		Performance Management System reviewed and adopted		N/A	N/A	Draft Reviewed PMS Policy adopted	Final Reviewed PMS Policy adopted	COO
																						GG06: Implement effective planning and reporting mechanisms		GG06-01		Number of signed performance agreements by Section 56 Managers (Outcome)
GG06-02		GG06-02		Number of signed performance obligations of middle management (Outcome)		16 annually		16		16	N/A	N/A	N/A	COO												
GG06-03		GG06-03		Number of reports on performance of service providers performance monitored (Input)		4 reports		4 reports		4 reports		1	1	1	1	Finance										

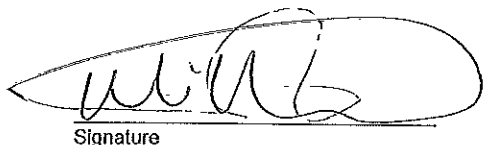
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STRATEGIC OBJECTIVE	PROGRAMME		KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (2014)	Annual Target	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
							Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
GG06: Establish and support municipal oversight systems, mechanisms and processes	GG06-05	GG06-04	Number of Quarterly performance reports and mid-year budget and annual performance report prepared (Input)	4 Quarterly SDBIP Reports and 1 Annual Performance report	Annual Report prepared 2012/2013	Annual Report prepared	1 SDBIP report and 1 annual performance report	1 SDBIP report	1 SDBIP report	1 SDBIP report	COO
							N/A	N/A	Draft Annual Report prepared	Final Annual Report prepared	
GG07: Establish and support municipal oversight systems, mechanisms and processes	GG07-01	GG07-02	Number of Joe Gqabi Municipal Public Accounts Committee meetings (Outcome)	2 meetings	4	4	1	1	1	1	COO
GG08: Ensure and maintain clean governance	GG08-01	GG08-02	Attain clean audit outcomes (audit of financial information) (Input)	Unqualified audit	Clean Audit	Clean Audit	N/A	Clean Audit	N/A	N/A	Finance coordinators, All Directors
			Attain clean audit outcomes (audit of performance information) (Input)	Unqualified audit	Clean Audit	Clean Audit	N/A	Clean Audit	N/A	N/A	COO coordinators (all directors)

STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR	BASELINE (2014)	Annual Target	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
									Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
Facilitate the development of a healthy and inclusive society		GG10: facilitate Implementation of programmes supporting the special groups (SPU)		GG10-03	GG10-02	Report on the facilitation of the hosting of the District Sondela Youth Festival (Input)	1	1	N/A	1	N/A	N/A	COO
GG09: facilitate Implementation of HIV and AIDS programmes		GG09-02	Number of District AIDS Council meetings held (Outcome)	4 meetings	4 meetings	1	1	1	1	COO			
													GG08-04
		GG08-03	% of previous year's audit queries addressed (Output)	100%	100%	N/A	N/A	N/A	100%	All Directors			

JOE GQABI DISTRICT MUNICIPALITY
2014/2015 FINANCIAL YEAR: PERFORMANCE PLAN OF THE MUNICIPAL
MANAGER

I, Zolile A. Williams hereby accept this plan as a basis of monitoring my performance during the 2014/2015 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

03/07/2014

Date

=====

I, Zibonke Dymoko the Executive Mayor of the Joe Gqabi District Municipality approve this performance plan in terms of the requirements of the Local Government: Municipal Systems Act of 2000 and amendments thereof.



Signature

03/07/2014

Date

ANNEXURE B

PERSONAL

DEVELOPMENT PLAN

ANNEXURE B

Personal Development Plan of: Z Williams
2014/2015

Compiled on June 2014

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
Project Management	Implement Skills in work Environment	Short Course		2014-11-	Infrastructure Programme	Skills Development Officer
Financial Management	Ability to Analyse Annual Financial Statements	Short Course		2015-02-	Analysis of Annual Financial Statements	Skills Development Officer
Strategic Management	Ability to Strategies	Short Course		2015-04-	Strategic Management	Skills Development Officer
Risk Management	Ability to mitigate risks	Short Course		2015-06-	Risk Mitigation	Skills Development Officer

Employee's signature: 

Manager's signature: 