

Winnie Madikizela Mandela Local Municipality



PERFORMANCE AGREEMENT: 2024/25

Entered into by and between

WINNIE MADIKIZELA-MANDELA LOCAL MUNICIPALITY

("the Employer ")

Represented by the Municipal Manager: Mr. L. Mahlaka

Duly authorized by the Council

AND

Mr. Z. Gwala

["the Employee"]

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ACRONYMS

SDBIP	-	Service Delivery and Budget Implementation Plan
BEE	-	Black Economic Empowerment
MM	-	Municipal Manager
EXCO	-	Executive Committee
SM	-	Senior Manager
HoD	-	Head of Department
IDP	-	Integrated Development Plan
LED	-	Local Economic Development
MFMA	-	Municipal Finance Management Act, No. 56 of 2003
KPA	-	Key Performance Area
KPI	-	Key Performance Indicators
CCR	-	Core Competency Requirements
RSA	-	Republic of South Africa
SCM	-	Supply Chain Management
NEDLAC	-	National Economic Development and Labour Council
PDP	-	Personal Development Plan
PA	-	Performance Agreement
PP	-	Performance Plan
OPMS	-	Organizational Performance Management System

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DEFINITIONS

Ruling Language - Refers to the language parties to the contract choose to use as a medium for formal communication between themselves.

Financial Year- Refers to the 12 month period which the organization determines as its budget year.

GENERAL PROVISIONS

1. INTRODUCTION

1.1 The Employer has entered into a contract of employment with the Senior Manager: Corporate Services on a permanent basis, in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act").

1.2 Section 57(1) (b) of the Municipal Systems Act, read with the contract of employment concluded between the parties, requires the parties to conclude an annual performance agreement. That the parties hereby agree to have this contract developed in terms of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers.

1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Senior Manager: Corporate Services Senior Manager reporting to the Municipal Manager representing the municipality, to a set of actions that will secure local government policy goals.

1.4 This performance contract is between **Zihle Gwala**, the Senior Manager: Corporate Services, and **Luvuyo Mahlaka**, the Municipal Manager. It is for the 2024/25 financial year only. The expected performance reflected in this contract is based on the Integrated Development Plan

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2022/23 to 2026/27 as approved and the 2024/25 Service Delivery and Budget Implementation Plan. The two afore-mentioned documents have been adopted as the working documents of Winnie Madikizela Mandela Local Municipality and therefore, shall be the basis of performance assessment.

2. STRATEGIC OBJECTIVE

The Senior Manager: Corporate Services has the overall responsibility of ensuring that he shall be, subject to the policy directions of the Municipality, responsible and accountable for administratively being in charge of the Corporate Services department, performing functions such as **human resources management, information communication technology, corporate auxiliary services, and any other functions** as may be delegated to him by the Municipal Manager.

In addition to the above, he shall be responsible for ensuring that the municipality has and maintains -

- (i) Management of municipal corporate services department in accordance with applicable legislation and ensuring the development and the implementation of policies and plans; and
- (ii) Ensuring compliance with the reporting processes as required in different legislation and municipal policies.

3. PERFORMANCE BONUS & ANNUAL SALARY ADJUSTMENT

If the Senior Manager: Corporate Services achieves outstanding performance, he shall qualify for the annual performance bonus in accordance with clause 14 of the contract of employment, as amended, entered into between the Municipal Manager and the Senior Manager on the 01st of June 2023, as well as the results of the performance evaluation agreed to in this contract. The acceptability of the level of his performance or otherwise shall be determined and declared by the performance evaluation team in accordance with the provision of this agreement, following the receipt of a report on the Senior Manager:

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Corporate Services achievement or otherwise of the KPIs as reflected in clause 4 of this contract.

Annexure A as attached has listed Key Performance Areas (KPAs) and Core Competency Requirements (CCRs) that are worth 100 points in total. Each KPA and CCR consists of Key Performance Indicators that have different weightings; which weightings are then converted by the adopted rating calculator into the final weightings; which final weightings are to be assessed. The achievement of above 160 percent shall be regarded as 100% cash bonus warranting, above 130 percent to 160 percent, as average and warranting a proportional percentage of performance bonus, above 80 percent to 130 percent shall warrant some form of in-kind recognition, and below 50 percent, shall require the employer to effect remedial measures that may include an incapacity disciplinary enquiry.

A performance bonus for outstanding performance or an in-kind recognition of effective performance shall only be effected after,

- I. The Annual Report for the financial year under review has been tabled and adopted by the Municipal Council;
- II. An evaluation of performance in accordance with the provisions of regulation 23, and this contract; and
- III. Approval of such evaluation by the Municipal Council as a reward for outstanding performance or effective performance.

The increment for 2024/25 shall be based on the provisions of the Local Government: Municipal Performance Regulations for Municipal Managers directly accountable to Municipal Managers, 2006. The employer shall grant an annual salary adjustment linked to a cost-of-living adjustment based on market indicators, which is not performance based.

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4. EVALUATING PERFORMANCE

The evaluation of the employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

The annual performance appraisal will involve:

- I. Assessment of the achievement of results as outlined in the performance plan;
- II. Assessing the extent to which the specified standards or KPIs have been met with due regard to ad-hoc tasks that had to be performed under the KPAs and CCRs.

The criterion upon which the performance of the employee shall be assessed consists of two components, both of which shall be contained in the performance plan:-

- I. The employee must be assessed against both components, with a weighting of 80:20 allocated to the KPAs and the CCRs respectively;
- II. Each area of assessment will be weighted and will contribute a specific part to the total score.

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A five-point rating scale to be used for both KPAs and CCRs, is as depicted hereunder:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The key 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	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half 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					

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		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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The performance bonus payment shall be categorized into two bands with multiple ranges per band.

The first performance bonus (cash rewards) payment band ranges between 5% and 9% of the all-inclusive remuneration package, as follows:

- I. A score of above 130% to 136%, to qualify for a 5% bonus;
- II. A score of above 136% to 142%, to qualify for a 7% bonus;
- III. A score of above 142% to 149%, to qualify for a 9% bonus.

The second performance bonus (cash rewards) payment band ranges between 10% and 14% of the all-inclusive remuneration package, as follows:

- I. A score of 150% to 155%, to qualify for a 10% bonus;
- II. A score of above 155% to 160%, to qualify for a 13% bonus;
- III. A score of above 160%, to qualify for a 14% bonus.

A performance bonus may not be paid on a pro-rata basis as the bonus is paid annually after complying with the legal requirements captured in this contract and the applicable laws.

The performance achievement ranging from 80% to 130% shall be regarded as fully effective and therefore warranting the employer to acknowledge and or recognize the employee, whichever is necessary. This category of performance acknowledgement and recognition is a non-financial rewards system. It will apply as follows:

- i. A score of 80% to 100%, to receive a letter of acknowledgement and recognition issued by the Municipal Manager;

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- ii. A score of above 100% to 120%, to receive a recognition certificate from the Mayor;
- iii. A score of above 120% to 130%, to receive an academic/skills development programme grant to a maximum of R20 000.00 only; this to be paid directly to a learning institution of choice. The selected Programme must be linked to the personal development plan (Annexure B).

A level of performance achievement of below 50% shall warrant the employer to execute corrective measures that may include disciplinary measures due to incapacity.

5. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure "B".

6. CONSEQUENCE OF SUBSTANDARD PERFORMANCE

Where the employer, at any time during the Senior Manager: Corporate Services' employment, is not satisfied with the Senior Manager's performance with respect to any matter dealt with in this Agreement, the employer will give notice to the Senior Manager: Corporate Services to attend a monitoring and review meeting.

The Senior Manager will have the opportunity at the meeting to satisfy the Municipal Manager or the monitoring and evaluation team of the measures being taken to ensure that his performance becomes satisfactory and any program, including any dates, for implementing these measures.

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7. RULING LANGUAGE

The contract is made out in the English language, which shall be the ruling language. All correspondence between the parties to this contract and all reports and documents pertaining to this contract shall be in English language.

8. TERM OF CONTRACT

This contract shall be deemed to have been entered on the 1st of July 2024 and will expire on the 30th of June 2025. The parties will conclude a new performance agreement that replaces this Agreement by not later than 31 July 2025. This Agreement will terminate on the termination of the Senior Manager: Corporate Services' contract of employment for any reason.

9. LIMITATIONS OF THE CONTRACT

This contract is an agreement between the employer and the Senior Manager about the expected performance of the latter during the specified term. This contract is subject to the employment contract Manager entered into on accepting his position and to South African legislation. In the case of any ambiguity, the employment contract shall prevail over this performance contract. Nothing contained in this Agreement in any way limits the right of the employer to terminate the Senior Manager's contract of employment with or without notice for any other breach by the Senior Manager of his obligations to the Municipality or for any other valid reason in law.

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10. MONITORING AND EVALUATION

The monitoring and performance reviews for each quarter as determined in the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers 2006, shall be comprised of the Municipal Manager, and their brief will be to assess the performance of the Senior Manager: Corporate Services in line with the performance requirements as outlined in Annexure A of this contract. Despite the in-year reviews, the employer shall establish an assessment team to conduct an annual performance review; the team shall be composed as follows:

- I. Municipal Manager,
- II. Chairperson of the Audit Committee,
- III. A member of the Executive Committee, and
- IV. Municipal Manager from another municipality.

The Manager: Internal Audit shall provide secretariat services to the assessment team referred to above.

11. DISPUTE RESOLUTION

In case of disputes, which cannot be resolved through negotiations and mediation, the employee has a right to refer the case to the Mayor who must settle the case within thirty (30) days of receipt of a formal written dispute. The decision of the Mayor shall be deemed final and binding on both parties.

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12. Jurisdiction

Regardless of the place of execution, performance or domicile of the parties, this contract and all modifications and amendments hereof shall be governed by and construed under and in accordance with the laws of the Republic of South Africa.

13. WHOLE AGREEMENT

The parties to this contract agree that this contract constitutes the whole agreement and arrangement for the performance of the Senior Manager: Corporate Services with effect from 01 July 2024.

No agreement, varying, adding to, deleting from or canceling this contract, shall be effective unless reduced to writing and signed by both parties. The following annexure and appendices attached to this contract will have the same force and effect as if they were written in this section of the contract:

ANNEXURE A: PERFORMANCE PLAN

ANNEXURE B: PERSONAL DEVELOPMENT PLAN

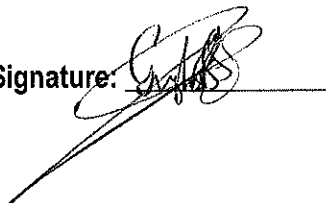
APPENDIX 1: COMMITMENT OF MANAGEMENT TEAM

APPENDIX 2: OBLIGATIONS OF THE EMPLOYER

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SIGNED at Mbizana this 28 day of July 2024.

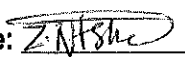
SENIOR MANAGER: CORPORATE SERVICES

Signature: 

Name Printed: Gwala Zihle

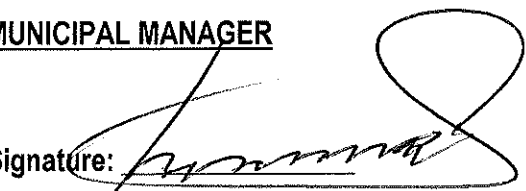
WITNESSES

1. Signature:  Name Printed: S. Madikizela

2. Signature:  Name Printed: Z. Ntshinga


FOR AND ON BEHALF OF WINNIE MADIKIZELA MANDELA LOCAL MUNICIPALITY

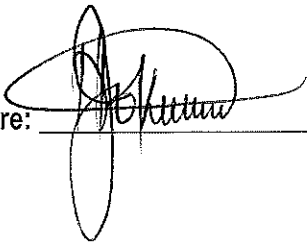
MUNICIPAL MANAGER

Signature: 

Name Printed: Mahlaka Luvuyo

WITNESSES

1. Signature:  Name Printed: NONCEDO CIANGHI

2. Signature:  Name Printed: NWABISA JORWENI

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ANNEXURE "A"

PERFORMANCE PLAN

14. KEY PERFORMANCE AREAS (KPAS) FOR 2024/25

1. BASIC SERVICE DELIVERY

OBJECTIVES	WEIGHTING	RATING CALCULATOR WEIGHTING %	KPI's	TARGETS			FINANCIAL IMPLICATION	MEANS OF VERIFICATION
				TIME	QUALITY	QUANTITY		
1.5. Create 308 EPWP Job Opportunities by end June 2025	5	6.25	1.5.1 Number of EPWP Job Opportunities created	30/06/25	In compliance with the Ministerial Determination	Create 308 EPWP Job Opportunities and monitor expenditure by June 2025	R 9 970 344-00	Signed Employment Contracts, Signed Expenditure Report

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1.8. Ensure reliable provision of electricity to households by June 2027	5	6.25	1.8.1 Number of Households Connected as part of INEP programme	30/06/2025	As per the approved designs and specification	647 Households connected by end June 2025	R 25 399 093,20	Monthly Progress Report, Practical Completion Certificate
1.18. To ensure effective and efficient delivery of waste service by June 2027.	4	6.25	1.18.3 Number of waste resources provided and issued.	30/06/2025	Occupational Health and Safety Act 85, 1993 Municipal Systems Act 32, 2000 MFMA 56. 2003	Provision of working resources to 190 employees, 1438 households at Ext 1, 2,3 &4, 50 waste receptacles in CBD by June 2025.	R 1 752 144.00	Delivery note & Issue Registers.

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TOTAL	14	18.75				R 37 121 581
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2. LOCAL ECONOMIC DEVELOPMENT (LED)

OBJECTIVES	WEIGHTING	RATING CALCULATOR WEIGHTING %	KPI's	TARGETS			FINANCIAL IMPLICATION	MEANS OF VERIFICATION
				TIME	QUALITY	QUANTITY		
2.11. To revive structures to contribute to local economic development initiatives by June 2027	8	10	2.11.1 Number of stakeholder meetings facilitated	30/06/2025	Municipal Systems Act.	4 Stakeholder meetings facilitated by June 2025	R 489 749.00	Attendance Registers, Invitation
			2.11.2 Number of Business Plans developed			1 Business Plans developed and	R 356 660.00	Draft and final approved business plans.

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3. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

OBJECTIVES	WEIGHTING	RATING CALCULATOR WEIGHTING %	KPI's	TARGETS			FINANCIAL IMPLICATION	MEANS OF VERIFICATION
				TIME	QUALITY	QUANTITY		
3.1. To ensure Sustainable Provision of wellness services to all employees by June 2025	8	10	3.1.1 Number of Employee Wellness campaigns conducted,	Occupational Health and Safety Act 85, 1993	Conducted one (1) Employee Wellness campaigns (Cancer Awareness) by June 2025	R 227 112-00	Attendance Register, Campaign Report, Concept Document	
			3.1.2 Number of employees referred for medical check-ups,	Municipal System Act 32, 2000	Refer 150 employees for medical check-ups by June 2025	R 191 744-00	Invitation, Attendance Register, Report	
			3.1.3 Number of trainings and number of inductions conducted for OHS		One (1) training and one (1) induction for OHS Representati	R 697 780-11	Signed Concept document, Attendance Register	

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OBJECTIVES	WEIGHTING	RATING CALCULATOR WEIGHTING %	KPI's	TARGETS			FINANCIAL IMPLICATION	MEANS OF VERIFICATION
				TIME	QUALITY	QUANTITY		
			committee members and representatives			ves conducted by June 2025		
3.4 To ensure sound Labour relations in the Municipality by June 2023.	7	8.75	3.4.1 Number of LLF sittings coordinated by June 2024.	30/06/2025	Municipal Systems Act 32, 2000 Main Collective Agreement	Co-ordinate four (4) LLF sittings by June 2025.	R 22 003-82.00	4 attendance registers, notice
							R 69 804.00	Signed concept document,

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OBJECTIVES	WEIGHTING	RATING CALCULATOR WEIGHTING %	KPI's	TARGETS			FINANCIAL IMPLICATION	MEANS OF VERIFICATION
				TIME	QUALITY	QUANTITY		
			3.4.2 Number of Members trained		Labour Relations Act 66, 1995	Trained ten (10) LLF members by June 2025		attendance register
3.5 Review of Institutional Policies by June 2027	7	8.75	3.5 Number of HR policies translated into isiXhosa	30/06/2025	Systems Act 32, 2000	18 HR policies translated into isiXhosa by June 2025	R 839 991-61	18 translated policies, concept document and advert
3.10. To ensure that Corporate Governance of ICT is implemented by June 2027,	8	8.75	3.10.1 Number of items uploaded on the municipal website 3.10.2 Number of municipal websites upgraded and maintained	30/06/2025	Municipal Systems Act WMMLM ICT policy COBIT and ISO standards	20 items uploaded on the municipal website content by June 2025 1 Municipal website Upgraded and	R 0.00 R 200 004-00	Website screen shots for 20 uploaded compliance documents Signed Maintenance agreement

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OBJECTIVES	WEIGHTING	RATING CALCULATOR WEIGHTING %	KPI's	TARGETS			FINANCIAL IMPLICATION	MEANS OF VERIFICATION
				TIME	QUALITY	QUANTITY		
			3.10.3 Number of reviewed ICT Documents	30/06/2025 0		6 Updated and Reviewed ICT Governance Documents by June 2025	R 300 000	Six reviewed ICT governance documents and council extract.
TOTAL	30	36.25					R 500 000	

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4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

OBJECTIVES	WEIGHTING	RATING CALCULATOR WEIGHTING %	KPI's	TARGETS			FINANCIAL IMPLICATION	MEANS OF VERIFICATION
				TIME	QUALITY	QUANTITY		
4.4.9 Review of Asset and Inventory Management Policies by June 2025	6	7.5	Number of Asset and Inventory Management Policies reviewed, approved and signed	30/06/2025	Systems Act MFMA and the Systems Act.	1 Asset and 1 inventory policies reviewed and approved by council by 30 June 2025	N/A	Signed Assets and Inventory Management Policies, Council resolution extract
4.5.1 To compile Annual Financial Statements that comply with all requirements by June 2025	6	7.5	Credible Annual Financial Statements submitted	30/06/2025	MFMA Systems Act,	Credible and fully compliant Annual Financial Statements submitted by 30 June 2025		Interim Financial statements, annual financial statements
4.5.2 Manage audit and ensure audit readiness by June 2025 together with municipal budget	6	7.5	Number of milestones taken to manage external audit and ensure audit readiness to achieve clean audit opinion	30/06/2025	MFMA	04 Milestones taken to manage the external	R 5 743 904.40	Proof of submission to AG, COAF register, Audit Action Plan,

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OBJECTIVES	WEIGHTING	RATING CALCULATOR WEIGHTING %	KPI's	TARGETS			FINANCIAL IMPLICATION	MEANS OF VERIFICATION
				TIME	QUALITY	QUANTITY		
						audit and ensure audit readiness to achieve clean audit opinion as at 30 June 2025		updated Audit Action Plan
TOTAL	18	22.5					R 5 743 904.00	

5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

OBJECTIVES	WEIGHTING	RATING CALCULATOR WEIGHTING %	KPI's	TARGETS			FINANCIAL IMPLICATION	MEANS OF VERIFICATION
				TIME	QUALITY	QUANTITY		
5.1. To ensure development of credible (accredited by MEC) IDP reviews- aligned with PMS &	3	3.75	2025/26 IDP review adopted by Council	31/05/2025	Approved IDP, SDBIP and Budget	Council approved IDP review for 2025/26	R 1 336 848	Council Resolution

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OBJECTIVES	WEIGHTING	RATING CALCULATOR WEIGHTING %	KPI's	TARGETS			FINANCIAL IMPLICATION	MEANS OF VERIFICATION
				TIME	QUALITY	QUANTITY		
Budget by June 2027 achieved through IDP process plan by June 2027						by June 2025		
5.15. To strengthen and enhance public participation mechanism and strategies by June 2025	4	5	5.15.2 Number of consultative sessions with communities conducted	30/06/2025	Municipal Systems Act	15 community education meetings conducted by June 2025	R 1 077 036.00	Concept document and attendance register
			5.15.3 Number of ward committee sittings monitored.	30/06/2025	Municipal Systems Act	12 ward committee sittings monitored by June 2025		Monitoring report and attendance register.
			5.15.4 Number of community education			1 CDW Awareness campaign,		Attendance register for awareness

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OBJECTIVES	WEIGHTING	RATING CALCULATOR WEIGHTING %	KPI's	TARGETS			MEANS OF VERIFICATION
				TIME	QUALITY	QUANTITY	
15.4 Financial Management	4	20	Continuous sensitization of management and staff on the cost-saving and regular report back on budget spending. Oversee the completion of a departmental procurement plan. Oversee the implementation of Cost-containment regulations 2019.	30/06/2025	Good Corporate Governance	4	Departmental/Annual Reports.
15.5 Knowledge Management	4	20	Number sessions knowledge is shared.	30/06/2025	Municipal Systems Act	4	Departmental Reports.
TOTAL	20	100%					

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ANNEXURE "B"

PERSONAL DEVELOPMENT PLAN

NAME: Zihle Gwala

JOB TITLE: Senior Manager: Corporate Services

EMPLOYER: Winnie Madikizela Mandela Local Municipality

FINANCIAL YEAR: 2024/2025

Competency area to be addressed	Proposed actions	Responsibility	Time-frame	Expected outcome
1. Executive Strategic leadership	Receive the appropriate knowledge and training and thereafter be assessed by an Assessor accredited by the Local Government Sector Education Training Authority (LGSETA) in terms of the SAQA guidelines and NQF registered unit standards and criteria.	Municipal Manager	By 30/06/2025	Achieving the minimum competency requirements, as prescribed in the Municipal Regulations on Minimum Competency Levels, issued in terms of the MFMA, No. 56 of 2003.
2. Strategic financial management.	Receive the appropriate knowledge and training and thereafter be assessed by an Assessor accredited by the Local Government Sector Education Training	Senior Manager: Corporate Services and Municipal Manager	By 30/06/2025	Achieving the minimum competency requirements, as prescribed in the Municipal Regulations on Minimum

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	Authority (LGSETA) in terms of the SAQA guidelines and NQF registered unit standards and criteria.			Competency Levels, issued in terms of the MFMA, No. 56 of 2003.
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APPENDIX 1

Commitment of Management Team reporting directly to the Senior Manager

We, **N. Ntlanga (Manager: ICT)**, **N Rabie (Manager: Admin Support & Auxiliary)** and **N. Mshweshwe (Manager: Human Resources)**, hereby make this commitment to support the Senior Manager, Z. Gwala, to achieve targets as set in this performance contract between him and the employer. As support managers, we understand that her targets are impossible to achieve without our full support and co-operation. We, therefore, accept both our individual and collective responsibilities towards the attainment of the set targets.

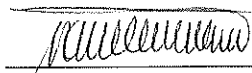
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APPENDIX 2

1. OBLIGATIONS OF THE EMPLOYER (KEY ASSUMPTIONS)

1.1 Office Accommodation

During the full period of the performance agreement the employer shall provide adequate office accommodation for the Senior Manager. The occupational cost including the attendant ground rent obligations will be borne by the Employer.

1.2 Personnel

The employer shall be required to hire managers reporting directly to the Senior Manager: Corporate Services.

1.3 Facilities and Equipment

1.3.1 During the full period of the performance contract, the employer shall avail to the Senior Manager all existing facilities and equipment which he will need in executing his duties.

1.4 Other provisions

1.4.1 Approvals

The Employer shall make a decision/comment on items submitted for approval/comment within two (2) week of receipt of the items.

1.4.2 Tasks to the Employer

The employer undertakes to execute all crucial activities that fall under his responsibility as required by this contract in order not to derail the continuity

of department operations. If there is failure on the employer's part and the Senior Manager feels that the attainment of targets of this contract is at stake, the two parties will meet and agree on the way forward.

1.4.3 Substitution of the Senior Manager

The employer reserves the right to take appropriate action to replace the Senior Manager: Corporate Services as per employment contract of the Senior Manager.

2 OBLIGATIONS OF THE SENIOR MANAGER

2.1 Conditions of service

2.1.1 The Senior Manager shall be the head of the Corporate Services Department, subject to the conditions of service as stipulated by the employer. The conditions of service of the Senior Manager shall include but not be restricted to:

2.1.1.1 Setting of specific targets for managers reporting to her.

2.1.1.2 Advise Municipal Manager on all matters including progress made in the implementation of the SDBIP.

2.1.1.3 Setting and monitoring of performance indicators for the Department and execute corrective measures as and when necessary.

2.1.1.4 Ensuring that the departmental assets are in a good working condition.

2.1.1.5 Provision of high quality service within the department in a cost effective manner within agreed time frames.

- 2.1.1.6 Completing and submitting performance reports for the Department, to the Municipal Manager on a quarterly basis for information purposes.
 - 2.1.1.7 Assessing performance reports for departmental staff where necessary.
 - 2.1.1.8 Preparation of the departmental annual budget and once approved, adhering to it.
 - 2.1.1.9 Implementing strategies to improve the morale of staff.
 - 2.1.1.10 Attending meetings and other occasions on behalf of the department and the municipality.
- 2.1.2 The Senior Manager shall ensure that his staff has access to and is well informed about the disciplinary procedure of the municipality.
- 2.1.3 Making recommendations to the Municipal Manager to hire staff in the Department as the need arises.
- 2.1.4 Determining the optimum staff level necessary for the accomplishment of targets and advising the employer on reduction or increase of staff in the department. Staff restructuring or reduction will utilize the existing municipal 'staff pool' as will be mutually agreed between the employer and the *Senior Manager* in fulfillment of the current staff reduction policy. If such staff is to be laid off due to the staff reduction policy, the cost of severance and other terminal benefits shall be borne by the employer as required by the Labour Laws of RSA.
- 2.1.5 Carrying out all the necessary departmental staff training as shall be mutually agreed with the employer.

2.2 Standard of Service

2.2.1 The Senior Manager shall exercise all his skills, reasonable care, responsibility and diligence in discharge of his duties under this contract. The Senior Manager Officer shall do so with sound professional conduct in accordance with generally accepted standards.

2.2.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Senior Manager in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

2.3 Supervision of Personnel in the Municipality

The Senior Manager undertakes to supervise personnel in his department. If he is dissatisfied with performance of any staff, provisions of the relevant internal policy and legislative framework of RSA shall apply.

2.4 Targets and Milestones

2.4.1 The Senior Manager shall do all in his power to achieve the targets and milestones indicated in the municipal IDP and Performance Management System.

2.4.2 The Senior Manager undertakes to achieve the parent targets, which shall be directly related to the expected improvement in the level of services and therefore improvement in the quality of life within the municipality. The parent targets are those defined as performance requirements in Section 14 of this contract.

2.5 Reporting

2.5.1 The Senior Manager shall submit detailed quarterly reports on the operations of the Department to the employer. The reports shall include details of achievement of targets and milestones for that quarter for information purposes. The quarterly report should reach the employer within one month after the quarter in question has lapsed.

2.5.2 The Senior Manager also undertakes to submit any other report/s as required by the employer.

2.6 Expenditure

The Senior Manager shall be responsible for the implementation of the approved operational and capital budget of the Corporate Services Department.

2.7 Maintenance of Assets (fixed and movable) in the Municipality

The Senior Manager shall assist the Municipal Manager in the maintenance of assets in the department with the Municipal Manager having no authority to enter into service contracts with service providers to carry out such maintenance.

2.8 Purchases

2.8.1 The Senior Manager undertakes to utilize the most recently approved Municipal Supply Chain Management Policy (SCM) to handle all procurement within the municipality, according to the provisions of this contract. No procurement shall be allowed to proceed outside of the approved SCM policy.

2.9 Financial Procedures

- 2.9.1 Financial year shall commence on the 1st of July and end on the 30th of June each year; such period defined as the financial year shall be used for purposes of budgets, expenditures, cash flows and other operational requirements.
- 2.9.2 The employer reserves the right to ensure that finances are operated in accordance with the government's financial regulations and can utilize the services of an Auditor in this regard.
- 2.9.3 The Senior Manager must ensure strict adherence of all approved municipal financial policies, including issues of cost effectiveness, cost efficiency and over expenditure.

2.10 Budget

- 2.10.1 During the budget process the Senior Manager shall make the necessary submissions to the Budget Office, reflecting the projected financial needs of his department for the following financial year.
- 2.10.2 The approval of the departmental budget shall constitute the authority to the Senior Manager to incur expenditure accordingly and in line with the performance targets indicated in this performance contract.

2.11 Liability

The Senior Manager shall be responsible towards the municipality for the performance of services in accordance with the provisions of this contract, subject to the following limitation: