

Performance Plan

Municipal Manager

The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

Performance should be evaluated:

- a) Quarterly of which the annual evaluation must be done by the panel as constituted in paragraph 6.11 of the agreement;
- b) Performance should be assessed on a scale of 1 – 5 as outlined in paragraphs 6.9 – 6.10 of the agreement;
- c) In the instance where an indicator do not have a target or is not applicable due to valid reason or where the performance could not be delivered for a valid reason outside of the control of employee, the indicator will not be evaluated, the weighting will be cancelled and the score total will be re-calculated to calculate the final score;
- d) The employee must submit his/her assessment of his/her own performance to the employer three days prior to the assessment date.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for **eighty percent** of the total employee assessment score.

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Portfolio of Evidence	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 80% of the KPI's of the Directorate: Financial Services	80% of the KPI's of the directorate have been met as per Ignite Dashboard report	Updated SDBIP and report	80%	80%	80%	80%	80%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 80% of the KPI's of the Directorate: Strategic Support Services	80% of the KPI's of the directorate have been met as per Ignite Dashboard report	Updated SDBIP and report	80%	80%	80%	80%	80%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 80% of the KPI's of the Directorate: Community Services	80% of the KPI's of the directorate have been met as per Ignite Dashboard report	Updated SDBIP and report	80%	80%	80%	80%	80%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 80% of the KPI's of the Directorate: Engineering Services	80% of the KPI's of the directorate have been met as per Ignite Dashboard report	Updated SDBIP and report	80%	80%	80%	80%	80%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 80% of the KPI's of the Directorate: Public Services	80% of the KPI's of the directorate have been met as per Ignite Dashboard report	Updated SDBIP and report	80%	80%	80%	80%	80%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Internal Audit	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	Updated SDBIP and report	90%	90%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Enterprise Risk Management (ERM)	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	Updated SDBIP and report	90%	90%	90%	90%	90%	
T1	Good Governance and Public Participation	Compile a Risk Based Audit Plan and submit to the Audit Committee by 30 June 2021	RBAP submitted to the Audit Committee	Agenda of the AC meeting	1	0	0	0	1	

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Portfolio of evidence	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
T2	Good Governance and Public Participation	Compile a strategic risk report and submit to Council by 31 May 2021	Strategic risk report submitted to Council	Proof of submission of Strategic Risk Report item to Council	1	0	0	0	1	
T4	Municipal Financial Viability and Management	The percentage of the municipal capital budget spent on projects as at 30 June 2021 (Actual amount spent on capital projects/Total amount budgeted for capital projects)X100	% of the municipal capital budget spent	Capital Expenditure Report as at 30 June 2021 (SAMRAS extract) and/or Annual Financial Statements	80.55%	0%	30%	60%	90%	
D1	Good Governance and Public Participation	Approve the departmental SDBIP within 28 days after the approval of the main budget by council to ensure the implementation of the municipal budget	Departmental SDBIP approved	Approved departmental SDBIP	1	0	0	0	1	
D2	Good Governance and Public Participation	Monitor the implementation of the MGRO to address all the issues raised in the management letter of the Auditor-General and submit progress reports to the Audit Committee quarterly	Number of progress reports monitored and submitted to the audit committee	Proof of submission of the report	4	1	1	1	1	
D3	Municipal Transformation and Institutional Development	Formal evaluation of the performance of directors in terms of their signed agreements	Number of formal evaluations completed	Evaluation report and signed scoring sheets	2	1	0	1	0	
D4	Municipal Transformation and Institutional Development	Section 57 performance agreements signed by the end of July 2020	Number of performance agreements signed	Signed performance agreements	5	5	0	0	0	
D5	Good Governance and Public Participation	Attend to Collaborator inbox items within 30 days of receipt	% of items attended to within 30 days	Collab report	0%	100%	100%	100%	100%	
D6	Good Governance and Public Participation	Achieve an 80% progress relative to the Procurement Plan on a bi-annual basis	% progress achieved bi-annually	Procurement Plan	0%	0%	80%	0%	80%	
TOTAL										80

COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
LEADING COPETENCIES		
Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: <ul style="list-style-type: none"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: <ul style="list-style-type: none"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	1.67
Program and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: <ul style="list-style-type: none"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	1.67
Financial management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes: <ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery • Financial reporting and monitoring 	1.67
Change leadership	Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes: <ul style="list-style-type: none"> • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation 	1.67

Competency	Definition	Weight
Governance leadership	<p>Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes:</p> <ul style="list-style-type: none"> • Policy formulation • Risk and compliance management • Cooperative governance 	1.67
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.	1.67
Analysis and innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	1.67
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
TOTAL		20

Performance Plan

Director: Community Services

The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

Performance should be evaluated:

- a) Quarterly of which the annual evaluation must be done by the panel as constituted in paragraph 6.11 of the agreement;
- b) Performance should be assessed on a scale of 1 – 5 as outlined in paragraphs 6.9 – 6.10 of the agreement;
- c) In the instance where an indicator do not have a target or is not applicable due to valid reason or where the performance could not be delivered for a valid reason outside of the control of employee, the indicator will not be evaluated, the weighting will be cancelled and the score total will be re-calculated to calculate the final score;
- d) The employee must submit his/her assessment of his/her own performance to the employer three days prior to the assessment date.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for **eighty percent** of the total employee assessment score.

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Traffic, Law Enforcement, and Security Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Library & Information Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Community Development	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Fire & Disaster Management	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Community Facilities (sports fields, swimming pools, community halls, maintenance of buildings, resorts)	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Human Settlements	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Resorts	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	
T29	Basic Service Delivery	Complete beneficiary allocation for the Transhex Human Settlement Project by 30 June 2021 (Beneficiary allocation linked to approved business plan - 800 units prioritised in 2020/21)	Number of units allocated	702	HSS extract confirming approved beneficiaries and allocation letter issued to beneficiaries	0	0	0	800	
T30	Basic Service Delivery	Construct a youth café facility in Van Huyssteenlaan by 30 June 2021	Youth café facility constructed	New KPI for 2020/21	Occupation certificate	0	0	0	1	
Ref TBC	Basic Service Delivery	Plan & conduct 10 roadblocks by 30 June 2021	Number of roadblocks conducted by 30 June 2021	New KPI for 2020/21	Roadblock reports containing vehicle registration number, proof of registration & vehicle license, confirmation of vehicle roadworthiness, confirmation/validation of vehicle license	0	0	4	6	
Ref TBC	Basic Service Delivery	Review the Disaster Management Plan and submit to Council by 31 March 2021	Disaster Management Plan reviewed & submitted to Council	New KPI for 2020/21	Copy of plan and proof of submission for inclusion on Council Agenda	0	0	1	0	
Ref TBC	Basic Service Delivery	Compile a Municipal Rental Unit Maintenance Plan and submit to Council by 30 June 2021	Plan compiled & submitted to Council by 30 June 2021	New KPI for 2020/21	Copy of plan and proof of submission for inclusion on Council Agenda	0	0	0	1	

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D196	Municipal Transformation and Institutional Development	Submit monthly reports to the MM by the 21st of each month that include OH&S, progress with priority risk areas, Collab items, security measures, grant spending, OPEX, implementation of security contract, implementation of by-law enforcement, progress with provision of basic services to informal settlements and top 5 priority areas per ward applicable to the directorate	Number of reports submitted	12	Proof of submission to MM	3	3	3	3	
D197	Municipal Financial Viability and Management	90% of the approved capital budget spent (Actual expenditure divided by the total approved capital budget)	% of capital budget spent	90,00%	Expenditure reports from SAMRAS	10%	30%	60%	90%	
D198	Municipal Financial Viability and Management	100% of Auditor General findings addressed within the directorate by 30 June	% of AG findings addressed	100,00%	Signed-off implementation report	0%	0%	0%	100%	
D199	Municipal Financial Viability and Management	100% of LGMTEC recommendations addressed within the directorate by 31 December	% of LGMTEC recommendation addressed	100,00%	Signed-off implementation report	0%	100%	0%	0%	
D200	Municipal Financial Viability and Management	Conduct a one-to-one Performance Management session with all managers on a bi-annual basis	Number of one on one performance sessions conducted with all managers	2	Minutes/Notes of discussions	0	1	0	1	
D201	Municipal Financial Viability and Management	Submit quarterly progress reports to the MM on the addressing of the top ten risks as reflected on the Strategic Risk Register	Number of reports submitted	4	Proof of submission	1	1	1	1	
D202	Good Governance and Public Participation	Attend to Collaborator inbox items within 30 days of receipt	% of items attended to within 30 days	100,00%	Collab report	100%	100%	100%	100%	
D203	Basic Service Delivery	Report quarterly to the MM on progress with ward priorities	Number of reports submitted	4	Proof of submission	1	1	1	1	
D204	Municipal Financial Viability and Management	Achieve an 80% progress relative to the Procurement Plan on a bi-annual basis	% progress achieved	80,00%	Monthly report submitted to the Municipal Manager	0%	80%	0%	80%	
TOTAL										80

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Performance Plan

Director: Financial Services

The Performance Plan sets out:

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						Q1	Q2	Q3	Q4	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Financial Planning	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	Updated SDBIP and report	90%	90%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Revenue	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	Updated SDBIP and report	90%	90%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: SCM	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	Updated SDBIP and report	90%	90%	90%	90%	90%	

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Portfolio of Evidence	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
T10	Basic Service Delivery	Number of formal residential properties that are billed for water as at 30 June 2021	Number of residential properties that are billed for residential consumption water meters charged residential domestic tariffs or residential flat rate tariffs using an erf as a household except municipal rental flats which will be measured by using the number of rental units.	SAMRAS Water and Electricity Billing report (stats for INTER/MNTHDR/JNL)	21 247	0	0	0	21 260	
T11	Basic Service Delivery	Number of residential properties which are billed for electricity or have pre-paid meters (excluding Eskom Electricity supplied properties) as at 30 June 2021	Number of residential properties that are billed for electricity or have pre-paid meters, charged on the residential tariffs for consumption and residential prepaid tariffs.	Water and Electricity billing report (stats for INTER/MNTHDR/JNL) and Report from prepaid electricity vending service provider	22 532	0	0	0	22 580	
T12	Basic Service Delivery	Number of formal residential properties that are billed for sanitation/sewerage services as at 30 June 2021	Number of residential properties that are billed for residential sewerage tariffs using the erf as property	SAMRAS report (SAMRAS unit type service analysis by tariff (BS-Q906A))	18 621	0	0	0	18 650	

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Portfolio of Evidence	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
T13	Basic Service Delivery	Number of formal residential properties that are billed for refuse removal as at 30 June 2021	Number of residential properties that are billed for refuse removal residential tariffs using the erf as a property	SAMRAS report (SAMRAS unit type service analysis by tariff (BS-Q906A)	18 823	0	0	0	18 900	
T14	Municipal Financial Viability and Management	Provide free basic water to indigent households earning less than R4500 as at 30 June 2021	Number of indigent households receiving free basic water	Indigent excel formatted register populated from SAMRAS systems (BS-Q10A0) list accounts Masakhane Beneficiary.	8 891	0	0	0	9 200	
T15	Municipal Financial Viability and Management	Provide free basic electricity to indigent households earning less than R4500 as at 30 June 2021	Number of indigent households receiving free basic electricity	Indigent excel formatted register populated from SAMRAS systems (BS-Q10A0) list accounts Masakhane Beneficiary	8 891	0	0	0	9 200	
T16	Municipal Financial Viability and Management	Provide free basic sanitation to indigent households earning less than R4500 as at 30 June 2021	Number of indigent households receiving free basic sanitation	Indigent excel formatted register populated from SAMRAS systems (BS-Q10A0) list accounts Masakhane Beneficiary.	8 891	0	0	0	9 200	
T17	Municipal Financial Viability and Management	Provide free basic refuse removal to indigent households earning less than R4500 as at 30 June 2021	Number of indigent households receiving free basic refuse removal	Indigent excel formatted register populated from SAMRAS systems (BS-Q10A0) list accounts Masakhane Beneficiary.	8 891	0	0	0	9 200	

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Portfolio of Evidence	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
T18	Municipal Financial Viability and Management	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2021 (Short Term Borrowing + Long Term Borrowing) / (Total Operating Revenue - Operating Conditional Grant) x 100	% of debt coverage	Annual Financial Statements	18.46%	0%	0%	0%	45%	
T19	Municipal Financial Viability and Management	Financial viability measured in terms of the outstanding service debtors as at 30 June 2021 ((Total outstanding service debtors/ revenue received for services) X100)	% of outstanding service debtors	Annual Financial Statements & Section 71 reports	15.66%	0%	0%	0%	16.50%	
T20	Municipal Financial Viability and Management	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2021 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Number of months it takes to cover fix operating expenditure with available cash	Annual Financial Statements	2.05	0	0	0	1.5	

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Portfolio of Evidence	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
T21	Basic Service Delivery	Limit unaccounted electricity losses to less than 10% by 30 June 2021 $\{(Number\ of\ Electricity\ Units\ Purchased - Number\ of\ Electricity\ Units\ Sold) / (Number\ of\ Electricity\ Units\ Purchased) \times 100\}$	% unaccounted for electricity	Draft AFS and Electricity Bulk purchases report, SAMRAS report WC-P104b, Monthly Pre-Paid Vending Systems Management Report, Spreadsheet: Electricity losses	5.41%	0%	0%	0%	10%	
T22	Basic Service Delivery	Limit unaccounted water losses to less than 25% by 30 June 2021 $\{(Number\ of\ kilolitres\ water\ available\ from\ reservoirs - number\ of\ kilolitres\ water\ sold) / (number\ of\ kilolitres\ water\ purchased\ or\ purified) \times 100\}$	% unaccounted for water	Draft AFS and SAMRAS report WC-P104b, Monthly water Balance report, Spreadsheet Water losses	31.12%	0%	0%	0%	25%	
T23	Municipal Financial Viability and Management	Submit the approved financial statements for 2019/20 to the Auditor-General by 31 October 2020	Approved financial statements for 2019/20 submitted to the AG	Proof of submission of approved annual Financial Statements to Auditor-General	1	0	1	0	0	
T24	Municipal Financial Viability and Management	Achieve a payment percentage of above 95% as at 30 June 2021 $(Gross\ Debtors\ Opening\ Balance + Billed\ Revenue - Gross\ Debtors\ Closing\ Balance - Bad\ Debts\ Written\ Off) / Billed\ Revenue) \times 100$	% Payment achieved	Final Draft Annual Financial Statements	93.23%	0%	0%	0%	95%	
T25	Municipal Financial Viability and Management	Review the MGRO Clean Audit Plan and submit to the Municipal Manager by 30 April 2021	Letter signed off by the Municipal Manager that MGRO Clean Audit Plan was reviewed and submitted	Proof of submission of MGRO Plan to the Municipal Manager	1	0	0	0	1	

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Portfolio of Evidence	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
T26	Municipal Financial Viability and Management	Achieve an unqualified audit for the 2019/20 financial year by 28 February 2021	Audit report signed by the Auditor-General for 2019/2020	Audit report received confirming clean audit	0	0	0	1	0	
D126	Municipal Transformation and Institutional Development	Submit monthly reports to the MM by the 21st of each month that include OH&S, progress with priority risk areas, Collab items, security measures, grant spending, compliance system, OPEX, amounts written off and top 5 priority areas per ward applicable to the directorate	Number of reports submitted	Acknowledgement of receipt by the MM	12	3	3	3	3	
D127	Municipal Financial Viability and Management	90% of the approved capital budget spent (Actual expenditure divided by the total approved capital budget)	% of capital budget spent	Expenditure reports from SAMRAS	7.88%	0%	40%	0%	90%	
D128	Municipal Financial Viability and Management	Submit quarterly progress report to MM on the addressing of the top ten risks as reflected on the Strategic Risk Register	Number of reports submitted	Proof of submission	4	1	1	1	1	
D129	Municipal Financial Viability and Management	100% of Auditor General findings addressed within the directorate by 30 June	% of AG findings addressed	Signed-off implementation report	100%	0%	0%	0%	100%	
D130	Municipal Financial Viability and Management	100% of LGMTEC recommendations addressed within the directorate by 31 December	% of LGMTEC recommendation addressed	Signed-off implementation report	100%	0%	100%	0%	0%	
D131	Municipal Financial Viability and Management	Conduct a one-to-one Performance Management session with all managers on a bi-annual basis	Number of one on one performance sessions conducted with all managers	Minutes/Notes of discussions	2	1	0	1	0	

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Portfolio of Evidence	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
D132	Municipal Financial Viability and Management	Implement the recommendations applicable on the 2020/21 Financial year as reflected in the Long Term Financial Strategy by 30 June 2021 {(Number of recommendations implemented/ Total number of short term recommendations to be implemented) x 100}	% of recommendations implemented {(Number of recommendations implemented/ Total number of short term recommendations to be implemented)x100}	Signed-off recommendations implemented	100%	0%	0%	0%	100%	
D133	Good Governance and Public Participation	Attend to Collaborator inbox items within 30 days of receipt	% of items attended to within 30 days	Collab report	100%	100%	100%	100%	100%	
D134	Municipal Financial Viability and Management	Achieve an 80% progress relative to the Procurement Plan on a bi-annual basis	% progress achieved	Monthly report submitted to the Municipal Manager	80%	0%	80%	0%	80%	
TOTAL										80

COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
LEADING COPETENCIES		
Strategic direction and leadership	Provide and direct a vision for the institution and inspire and deploy others to deliver on the strategic institutional mandate. It includes: <ul style="list-style-type: none"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: <ul style="list-style-type: none"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	1.67
Programme and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: <ul style="list-style-type: none"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	1.67
Financial management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes: <ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery 	1.67

Change leadership	Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes: <ul style="list-style-type: none">• Change vision and strategy• Process design and improvement• Change impact monitoring and evaluation	1.67
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Competency	Definition	Weight
Governance leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes: <ul style="list-style-type: none"> • Policy formulation • Risk and compliance management • Cooperative governance 	1.67
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behavior that reflects moral competence.	1.67
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.	1.67
Analysis and innovation	Able to critically analyses information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	1.67
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
TOTAL		20

Performance Plan

Director: Strategic Support Services

The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

Performance should be evaluated:

- a) Quarterly of which the annual evaluation must be done by the panel as constituted in paragraph 6.11 of the agreement;
- b) Performance should be assessed on a scale of 1 – 5 as outlined in paragraphs 6.9 – 6.10 of the agreement;
- c) In the instance where an indicator do not have a target or is not applicable due to valid reason or where the performance could not be delivered for a valid reason outside of the control of employee, the indicator will not be evaluated, the weighting will be cancelled and the score total will be re-calculated to calculate the final score;
- d) The employee must submit his/her assessment of his/her own performance to the employer three days prior to the assessment date.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for **eighty percent** of the total employee assessment score.

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Administration and Support Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Human Resources	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: ICT	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Communication, Media and IGR	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: IDP and PMS	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: LED and Tourism	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Legal Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	
T5	Local Economic Development	The number of FTE's created through the EPWP programme by 30 June 2021	Number of FTE's created through the EPWP programme by 30 June 2021	259.93	Signed employment contracts and EPWP statistics (Excel Spreadsheet - Name: EPWP Quarterly Report)	38.74	38.74	38.74	38.74	

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
T6	Municipal Transformation and Institutional Development	Number of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan and organisational structure during the 2020/21 financial year	Number of people employed in the three highest levels of management	2	Appointment letters	0	0	0	2	
T7	Municipal Transformation and Institutional Development	The percentage of the municipality's personnel budget spent on implementing its workplace skills plan by 30 June 2021	% of the budget spent	0.74%	Reports from SAMRAS menu VS-Q003E (looked-up online - applicable training vote numbers to be confirmed with HR services/financial services)	0%	0%	0%	1%	
T8	Municipal Transformation and Institutional Development	Limit vacancy rate to 15% of budgeted posts by 30 June 2021 [(Number of funded posts vacant divided by budgeted funded posts) x100]	% vacancy rate	20.62%	Excel spread sheet (Name: Adjustment personnel budget - June 2021)	0%	0%	0%	15%	
T9	Local Economic Development	Sign service level agreements (SLA's) with 4 Local Tourism Associations (LTA's) for their annual tourism operational expenditure by 30 September 2020	Number of SLA's signed by 30 September 2020	3	Signed SLA's	4	0	0	0	
D35	Municipal Transformation and Institutional Development	Submit monthly reports to the MM by the 21st of each month	Number of reports submitted	12	Proof of submission to MM	3	3	3	3	
D36	Municipal Financial Viability and Management	90% of the approved capital budget spent (Actual expenditure divided by the total approved capital budget)	% of capital budget spent	90%	Expenditure reports from SAMRAS	10%	30%	60%	90%	
D37	Municipal Financial Viability and Management	Submit quarterly progress report to MM on the addressing of the top ten risks as reflected on the Strategic Risk Register	Number of reports submitted	5	Email sent	1	1	1	1	
D38	Municipal Financial Viability and Management	100% of Auditor General findings addressed within the directorate by 30 June	% of AG findings addressed	100%	Signed-off implementation report	0%	0%	0%	100%	
D39	Municipal Financial Viability and Management	100% of LGMTEC recommendations addressed within the directorate by 31 December	% of LGMTEC recommendation addressed	100%	Signed-off implementation report	0%	100%	0%	0%	

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D40	Municipal Financial Viability and Management	Conduct a one-to-one Performance Management session with all managers on a bi-annual basis	Number of one on one performance sessions conducted with all managers	2	Minutes/Notes of discussions	0	1	0	1	
D41	Municipal Financial Viability and Management	Attend to Collaborator inbox items within 30 days of receipt	% of items attended to within 30 days	100%	Collab report	100%	100%	100%	100%	
D42	Good Governance and Public Participation	Hold monthly meetings with staff	Number of meetings held	10	Minutes of the meetings held	3	2	2	3	
D43	Municipal Financial Viability and Management	Achieve an 80% progress relative to the Procurement Plan on a bi-annual basis	% progress achieved	80%	Monthly report submitted to the Municipal Manager	0%	80%	0%	80%	
TOTAL										80

COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
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Program and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: <ul style="list-style-type: none"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	1.67
Financial management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes: <ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery • Financial reporting and monitoring 	1.67
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Competency	Definition	Weight
Governance leadership	<p>Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes:</p> <ul style="list-style-type: none"> • Policy formulation • Risk and compliance management • Cooperative governance 	1.67
CORE COMPETENCIES		
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Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
TOTAL		20

BREEDE VALLEY MUNICIPALITY



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**Performance Agreement
for the period 1 February 2021 – 30 June
2021**

DIRECTOR: ENGINEERING SERVICES

Performance agreement made and entered into by and between

The Breede Valley Municipality represented by the Municipal Manager (*herein and after referred as Employer*)

and

J. Steyn, the Director: Engineering Services (*herein and after referred as Employee*) for the period 1 February 2021 to 30 June 2021

Where as

- a. The employer has entered into a contract of employment with the employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 (“the Systems Act”). The employer and the employee are hereinafter referred as “the parties”;
- b. Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement;
- c. The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the employee to a set of outcomes that will promote local government goals; and
- d. The parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act.

1. INTERPRETATION

- 1.1 In this Agreement the followings terms will have the meaning ascribed thereto:
 - 1.1.1 “this Agreement” – means the performance agreement between the Employer and the employee and the Annexures thereto;
 - 1.1.2 “the Executive Authority” – means the Municipal Manager of the Municipality constituted in terms of Section 60 of the Local Government: Municipal Structures Act 117 of 1998 (“the Structures Act”) as represented by its chairperson, the Executive Mayor;
 - 1.1.3 “the Employee” means the Director appointed in terms of Section 56 of the Systems Act;
 - 1.1.4 “the Employer” means the Municipality; and
 - 1.1.5 “the Parties” means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

- 2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the contract of employment entered into between the parties;
- 2.2 To specify objectives and targets established for the employee and to communicate to the employee the employer's expectations of the employee's performance targets and accountabilities;
- 2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 To monitor and measure performance against set target outputs and outcomes;
- 2.5 To establish a transparent and accountable working relationship;
- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and
- 2.7 To give effect to the employer's commitment to a performance-orientated relationship with the employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This agreement will commence on 01 February 2021 and will remain in force until 30 June 2021 where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The parties will conclude a new Performance Agreement that replaces this agreement at least once a year by not later than 31st of July of the succeeding financial year;
- 3.3 This agreement will terminate on the termination of the employee's contract of employment for any reason;
- 3.4 If at any time during the validity of the agreement the work environment alters to the extent that the contents of the agreement are no longer appropriate, the contents must by mutual agreement between the parties, immediately be revised; and
- 3.5 Any significant amendments or deviations must take cognizance of the requirements of sections 34 and 42 of the Municipal Systems Act and Regulation 4(5) of the Regulations.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out –
 - 4.1.1 The performance objectives and targets that must be met by the employee;
 - 4.1.2 The timeframes within which those performance objectives and targets must be met; and
 - 4.1.3 The competencies (Annexure B – definitions in terms of Regulation 21 of 17 January 2014) required to operate effectively as senior managers in the local government environment.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the employer in consultation with the employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the employer, and shall include:
 - 4.2.1 Key objectives that describe the main tasks that need to be done;
 - 4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved by the employee;
 - 4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and
 - 4.2.4 Weightings showing the relative importance of the key objectives to each other.
- 4.3 The Personal Development Plan (Annexure C) sets out the employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The employee agrees to participate in the performance management system that the employer adopted for the employees of the employer;
- 5.2 The employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;

- 5.3 The employer must consult the employee about the specific performance standards and targets that will be included in the performance management system applicable to the employee;
- 5.4 The employee undertakes to actively focus on the promotion and implementation of the key performance indicators (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 The criteria upon which the performance of the employee shall be assessed shall consist of two components, operational performance and competencies both of which shall be contained in the performance agreement;
- 5.6 The employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employee;
- 5.7 The competencies will make up the other 20% of the employee's assessment score. The competencies are split into two groups, leading competencies (indicated in blue on the graph below) that drive strategic intent and direction and core competencies (indicated in green on the graph below), which drive the execution of the leading competencies.

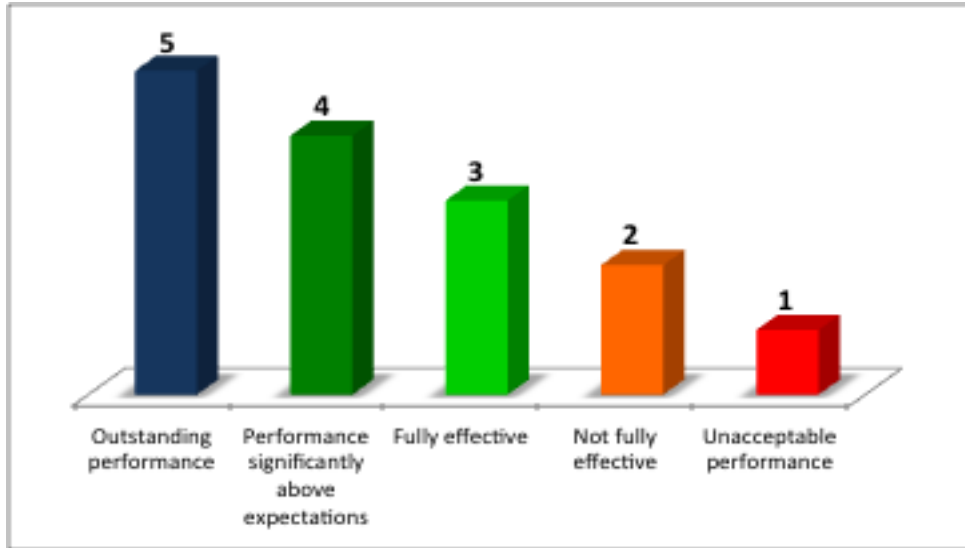
6. PERFORMANCE ASSESSMENT

- 6.1 The Performance Plan (Annexure A) to this agreement sets out key performance indicators and competencies that needs to be evaluated in terms of –
 - 6.1.1 The standards and procedures for evaluating the employee's performance; and
 - 6.1.2 During the intervals for the evaluation of the employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the employer may in addition review the employee's performance at any stage while the contract of employment remains in force;
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;

- 6.4 The employee's performance will also be measured in terms of contributions to the goals and strategies set out in the employer's Integrated Development Plan (IDP) as described in 6.6 – 6.13 below;
- 6.5 The employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the evaluation panel chairperson for distribution to the panel members for preparation purposes;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
 - 6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met (qualitative and quantitative) and with due regard to ad- hoc tasks that had to be performed under the KPI;
 - 6.6.2 A rating on the five-point scale described in 6.9 below shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
 - 6.6.3 The employee will submit his self-evaluation to the employer prior to the formal assessment;
 - 6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and
 - 6.6.5 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.7 Assessment of the Competencies:
 - 6.7.1 Each competency will be assessed in terms of the descriptions provided (Annexure B) during the mid-year and year-end reviews;
 - 6.7.2 A rating on the five-point scale described in 6.10 below shall be provided for each competency which will then be multiplied by the weighting to calculate the final score; and
 - 6.7.3 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.8 Overall rating
 - 6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

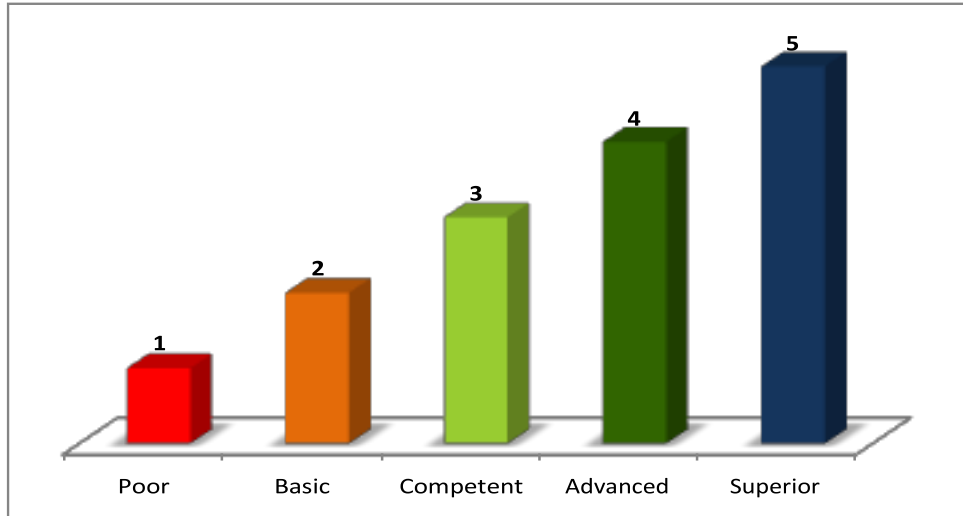
6.8.2 Such overall rating represents the outcome of the performance appraisal.

6.9 The assessment of the performance of the employee will be based on the following rating scale for KPIs:



Terminology	Description
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.
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.
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.
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.
Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they 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.

6.10 The assessment of the competencies will be based on the following rating scale:



Achievement Level	Description
Poor	Do not apply the basic concepts and methods to proof a basic understanding of local government operations and requires extensive supervision and development interventions.
Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
Superior	Has a comprehensive understanding of local government operations, critical in strategic shaping strategic direction and change, develops and applies comprehensive concepts and methods.

6.11 For purposes of evaluating the annual performance of the employee, an evaluation panel constituted of the following persons will be established –

6.11.1 Municipal Manager;

6.11.2 Municipal Manager from another municipality;

6.11.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and

6.11.4 The Member of the Mayoral Committee (Portfolio Chairperson).

- 6.12 The Municipal Manager will evaluate the performance of the employee as at the end of the 1st and 3rd quarters and document a summary of the discussions; and
- 6.13 The Municipal Manager will give performance feedback to the employee within five (5) working days after each quarterly and annual assessment meeting.

7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 The performance of the employee in relation to his performance agreement shall be reviewed for the following quarters with the understanding that the reviews in the first and the third quarter may be verbal if performance is satisfactory:

Quarter	Months
1	July - September
2	October - December
3	January - March
4	April - June

- 7.2 The employer shall keep a record of the year-end assessment meetings;
- 7.3 Performance feedback shall be based on the employer’s assessment of the employee’s performance;
- 7.4 The employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The employee will be fully consulted before any such change is made; and
- 7.5 The employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case, the employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall-
 - 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
 - 9.1.2 Provide access to skills development and capacity building opportunities;
 - 9.1.3 Work collaboratively with the employee to solve problems and generate solutions to common problems that may impact on the performance of the employee;
 - 9.1.4 On the request of the employee delegate such powers reasonably required by the employee to enable him to meet the performance objectives and targets established in terms of this agreement; and
 - 9.1.5 Make available to the employee such resources as the employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The Employer agrees to consult the employee timeously where the exercising of its powers will have amongst others-
 - 10.1.1 A direct effect on the performance of any of the employee's functions;
 - 10.1.2 Commit the employee to implement or to give effect to a decision made by the employer; and
 - 10.1.3 A substantial financial effect on the employer.
- 10.2 The employer agrees to inform the employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the employee to take any necessary action with delay.

11. REWARD

- 11.1 The evaluation of the employee’s performance will form the basis for acknowledging outstanding performance or correcting unacceptable performance;
- 11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter;
- 11.3 The performance bonus will be awarded pro-rata according to the period of this agreement based on the following scheme:

Performance Rating		Bonus Calculation
0% - 64%	Poor Performance	0% of total package
65% - 69%	Average Performance	5% of total package
70% - 74%	Fair Performance	9% of total package
75% - 79%	Good Performance	11% of total package
80% - 100%	Excellent Performance	14% of total package

- 11.4 In the event of the employee terminating his services during the validity period of this agreement, but only after three months after the start of this agreement’s inception date, the employee’s performance will be evaluated for the period during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and
- 11.5 The employer will submit the total score of the annual assessment and of the employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 Where the employer is, any time during the employee’s employment, not satisfied with the employee’s performance with respect to any matter dealt with in this agreement, the employer will give notice to the employee to attend a meeting;
- 12.2 The employee will have the opportunity at the meeting to satisfy the employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3 Where there is a dispute or difference as to the performance of the employee under this agreement, the parties will confer with a view to resolving the dispute or difference; and
- 12.4 In the case of unacceptable performance, the employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the employee to improve his performance; and

12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the employer may consider steps to terminate the contract of employment of the employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

13.1 Disputes will be dealt with in terms of Section 33 of the Local Government: Municipal Performance Regulations for Municipal Managers and managers directly accountable to Municipal Managers (Regulation 805 of August 2006).

13.2 Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in the agreement, must be mediated by the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee whose decision shall be final and binding on both parties.

13.3 Any disputes about the outcome of the employee's performance evaluation, must be mediated by a member of the municipal council, provided that such member was not part of the evaluation panel, within thirty (30) days of receipt of a formal dispute from the employee whose decision shall be final and binding on both parties.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the employer; and

14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus, done and signed at Worcester on the 26th day of February 2021.

AS WITNESSES:

1. _____

MUNICIPAL MANAGER

2. _____

Thus, done and signed at Worcester on the 26th day of February 2021.

AS WITNESSES:

1. _____

**DIRECTOR:
ENGINEERING SERVICES**

2. _____

Performance Plan

Director: Engineering Services

The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

Performance should be evaluated:

- a) Quarterly of which the annual evaluation must be done by the panel as constituted in paragraph 6.11 of the agreement;
- b) Performance should be assessed on a scale of 1 – 5 as outlined in paragraphs 6.9 – 6.10 of the agreement;
- c) In the instance where an indicator do not have a target or is not applicable due to valid reason or where the performance could not be delivered for a valid reason outside of the control of employee, the indicator will not be evaluated, the weighting will be cancelled and the score total will be re-calculated to calculate the final score;
- d) The employee must submit his/her assessment of his/her own performance to the employer three days prior to the assessment date.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for **eighty percent** of the total employee assessment score.

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Electrical Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Project Management: Capital	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	
T35	Basic Service Delivery	Spend 90% of the electricity capital budget by 30 June 2021 {(total actual capital project expenditure/total capital project budget) x 100}	% of the electricity capital project budget spent	56,93%	Capital Expenditure Report (SAMRAS extract)	0%	30%	60%	90%	
T36	Basic Service Delivery	Spend 90% of the electricity maintenance budget by 30 June 2021 {(total actual maintenance expenditure/total maintenance budget) x 100}	% of the electricity maintenance budget spent	46,62%	Operational Expenditure Report (SAMRAS extract)	0%	30%	60%	90%	
T37	Basic Service Delivery	Achieve 90% of capital budget spent on the resurfacing of roads by 30 June 2021	% of capital budget spent	79,97%	Capital Expenditure Report (SAMRAS extract)	0%	30%	60%	90%	
T39	Basic Service Delivery	Spend 90% of capital budget allocated for the construction of the Zwelethemba municipal swimming pool by 30 June 2021	% of capital budget spent	72,64%	Monthly Capital Expenditure Report (SAMRAS extract)	0%	6%	0%	90%	
T40	Basic Service Delivery	Complete serviced sites for the Transhex Human Settlements Project phase 1.3 by 30 June 2021	Number of serviced sites completed in phase 1.3 by 30 June 2021	527	Completion Certificate(s)	0	0	0	662	

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
T41	Basic Service Delivery	Spend 90% of capital budget allocated towards the construction speedhumps throughout the municipal area by 30 June 2021	% of capital budget spent	0%	Monthly Capital Expenditure Report (SAMRAS extract)	0%	30%	60%	90%	
D342	Municipal Transformation and Institutional Development	Submit monthly reports to the MM by the 21st of each month that include the following: Progress on OH&S, priority risk areas, procurement plan, Collab items, scheduled maintenance programs, OPEX expenditure, security measures and incidents, RPM/BUE/GREEN/NO DROP, positions filled, fixing of potholes, cleansing volumes/tonnages and top 5 priority areas per ward applicable to the directorate	Number of reports submitted	12	Monthly reports submitted	3	3	3	3	
D343	Municipal Financial Viability and Management	Achieve an 80% progress relative to the Procurement Plan on a bi-annual basis	% progress achieved	80%	Monthly report submitted to the Director	0%	80%	0%	80%	
D344	Municipal Financial Viability and Management	100% of Auditor General findings addressed within the directorate by 30 June 2021	% of AG findings addressed	100%	Signed-off implementation report	0%	0%	0%	100%	
D345	Municipal Financial Viability and Management	100% of LGMTEC recommendations addressed within the directorate by 31 December 2020	% of LGMTEC recommendation addressed	100%	Signed-off implementation report	0%	100%	0%	0%	
D346	Municipal Financial Viability and Management	Conduct a one-to-one Performance Management session with all managers on a bi-annual basis	Number of one on one performance sessions conducted with all managers	2	Minutes/Notes of discussions	0	1	0	1	

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D347	Good Governance and Public Participation	Monitor quarterly that overtime spending of the Department does not exceed the budgeted allocation	Overtime expenditure monitored quarterly	4	Income & Expenditure statements	1	1	1	1	
D348	Good Governance and Public Participation	Attend to Collaborator inbox items within 30 days of receipt	% of items attended to within 30 days	100%	Collab report	100%	100%	100%	100%	
D349	Basic Service Delivery	Report quarterly to the MM on progress with ward priorities	Number of reports submitted	4	Proof of submission of the report	1	1	1	1	
D350	Good Governance and Public Participation	Hold monthly meetings with staff	Number of meetings held	10	Minutes of the meetings held	3	2	2	3	
TOTAL										80

COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
LEADING COPETENCIES		
Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: <ul style="list-style-type: none"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: <ul style="list-style-type: none"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	1.67
Program and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: <ul style="list-style-type: none"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	1.67
Financial management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes: <ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery • Financial reporting and monitoring 	1.67
Change leadership	Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes: <ul style="list-style-type: none"> • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation 	1.67

Competency	Definition	Weight
Governance leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes: <ul style="list-style-type: none"> • Policy formulation • Risk and compliance management • Cooperative governance 	1.67
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.	1.67
Analysis and innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	1.67
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
TOTAL		20