

# TSWELOPELE

LOCAL MUNICIPALITY  
A MUNICIPALITY IN PROGRESS

## PERFORMANCE AGREEMENT

TSWELOPELE  
Local Municipality

Made and entered into by and between:

**Mr. T F MATSHOLO** (The Mayor)

And

**MS. MRE MOGOPODI** (The Municipal Manager)

**FOR THE FINANCIAL YEAR:  
01 July 2019 TO 30 JUNE 2020**

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## ENTERED INTO BY AND BETWEEN

Tswelopele Local Municipality herein represented by **Mr. T F Matsholo – 730812 5588 087** in his capacity as the Mayor (hereinafter referred to as the Employer or Supervisor)

and

**Ms. MRE Mogopodi – 680102 0949 082** the Municipal Manager for the Municipality of Tswelopele (herein after referred to as the Employee).

## WHEREBY IT IS AGREED AS FOLLOWS:

### 1. INTRODUCTION

- 1.1 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 to as Parties.
- 1.2 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.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee reporting to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

### 2. PURPOSE OF THIS AGREEMENT

The parties agree that the purpose of this Agreement is to:

- 2.1 comply with the provisions of Section 57(1)(b), (4A), (4B), and 5 of the Systems Act; as well as the Contract of Employment entered into between parties;
- 2.2 specify objectives and targets established for the Employee and communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 specify accountabilities as set out in the Performance Plan; (Annexure A)
- 2.4 monitor and measure performance against set targeted outputs;

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- 2.5 use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee and/or to assess whether the Employee has met the performance expectations applicable to his job;
- 2.6 appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

### **3. COMMENCEMENT AND DURATION**

- 3.1 This Agreement will commence on the **1<sup>st</sup> July 2019** and will remain in force until **30<sup>th</sup> June 2020** where-after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year and will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### **4. PERFORMANCE OBJECTIVES**

- 4.1 The Performance Plan (Annexure A) sets out:
  - 4.1.1 the performance objectives and targets that must be met by the Employee; and
  - 4.1.2 the time-frames within which those performance objectives and targets must be met.

- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee, and based on the Municipal Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Municipality's Integrated Development Plan.

## **5. PERFORMANCE MANAGEMENT SYSTEM**

- 5.1 The Employee agrees to participate in the Performance Management System that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the Performance Management System will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the Performance Management System as applicable to the Employee.
- 6.** The Employee agrees to participate in the performance management and development system that the Employer adopts.
- 6.1 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 6.2 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

- 6.2.1 The Employee must be assessed against both components, with weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.
- 6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 6.2.3 KPAs covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment.
- 6.3 The Employee's assessment will be based on his performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas (KPA's)	Weighting
Municipal Transformation and Organizational Development	20
Infrastructure development and Basic Service Delivery	20
Local Economic Development (LED)	20
Municipal Financial Viability and Management	20
Good Governance and Public Participation	20
<b>Total</b>	<b>100% (80%)</b>

- 6.4. The CMCs will make up the other 20% of the Employee's assessment score. CMCs that are deemed to be most critical for the Employee's specific job should be selected (✓) from the list below as agreed to between the Employer and the Employee:

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<b>CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES</b>		
<b>CORE MANAGERIAL COMPETENCIES</b>		<b>WEIGHT</b>
<b>Strategic Capability &amp; Leadership</b>	-	<b>10</b>
<b>Programme and Project Management</b>	-	<b>10</b>
<b>Financial Management</b>	-	<b>10</b>
<b>Change management</b>		
<b>Knowledge management of developmental local government</b>		
<b>Service delivery innovation</b>		
<b>Problem Solving and Analytical Thinking</b>	-	<b>10</b>
<b>People Empowerment and Diversity Management</b>	-	<b>20</b>
<b>Client orientation and Customer focus</b>	-	<b>20</b>
<b>Communication</b>		
<b>Accountability and Ethical Conduct</b>		
<b>Honesty &amp; Integrity</b>	-	<b>10</b>
<b>Skills in governance</b>		
<b>Policy conceptualization and implementation</b>	-	<b>10</b>
<b>Mediation skills</b>		
<b>Advanced negotiation skills</b>		
<b>Advanced influencing skills</b>		
<b>Partnership and stakeholder Relations</b>		
<b>Supply Chain Management</b>		
<b>TOTAL</b>		<b>100% (20%)</b>

## **7. EVALUATING PERFORMANCE**

7.1 Annexure A to this Agreement sets out:

7.1.1 the standards and procedures for evaluating the Employee's performance; and

7.1.2 the intervals for the evaluation of the Employee's performance.

7.2 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.

7.3 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.

7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

7.5 The annual performance appraisal will involve:

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7.5.1 Assessment of the achievement of results as outlined in the performance plan:

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to *ad hoc* tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the CMCs

- (a) Each CMC should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CMC.
- (c) The applicable assessment rating calculator (refer to paragraph 7.5.1) must then be used to add the scores and calculate a final CMC score.

7.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating Calculator. Such overall rating represents the outcome of the performance Appraisal.

7.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMCs:

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

7.7. For purposes of evaluating the performance of the Employee, an evaluation panel constituted by the following persons will be established –

6.7.1 Executive Mayor/ Mayor;

6.7.2 Chairperson of the Audit Committee;

6.7.3 Member of the Executive Committee; and

6.7.4 Mayor and/ or Municipal Manager from another Municipality.

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## 8. SCHEDULE FOR PERFORMANCE REVIEWS

- 8.1 The performance of each Employee in relation to his performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

Quarter	Date	Assessment Period
First quarter:	July – September 2019	31 October 2019
Second quarter:	October – December 2019	31 January 2020
Third quarter:	January – March 2020	30 April 2020
Fourth quarter:	April – June 2020	30 July 2020

- 8.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.
- 8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 8.4 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.
- 8.5 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.

## 9. DEVELOPMENTAL REQUIREMENTS

The Personal Developmental Plan (PDP) for addressing developmental gaps is attached as Annexure B

## 10. EMPLOYER OBLIGATIONS

- 10.1 The Employer shall –

- 10.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 10.1.2 Provide access to skills development and capacity building opportunities;

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10.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

10.1.4 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

10.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement.

## 11. CONSULTATION

11.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –

11.1.1 a direct effect on the performance of any of the Employee's functions;

11.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and

11.1.3 a substantial financial effect on the Employer.

11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

## 12. MANAGEMENT OF EVALUATION OUTCOMES

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

12.2 A performance bonus of 8% to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance as follows:

<b>% SCORE</b>	<b>% BONUS</b>
A total percentage score of 130% to 135%	6%
A total percentage score of 136% to 140%	8%
A total percentage score of 141% to 145%	10%
A total percentage score of 146% to 150%	12%
A total percentage score of 151% and above	14%

12.3 Any performance bonus that may be payable to the Employee, shall only be paid out after –

- 30 June 2018
- The Employer's Council has approved the Employee's Annual Performance Appraisal as required by section 57 (4b) of the Systems Act and
- The annual report relating to the current financial year has been tabled in the Employer's Council and Council adopted it.

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 duties.

### 13. DISPUTE RESOLUTION

13.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

13.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or

13.1.2 any other person appointed by the MEC.

13.2 In the event that the mediation process contemplated above fails, the Contract of Employment shall apply.



**14. GENERAL**

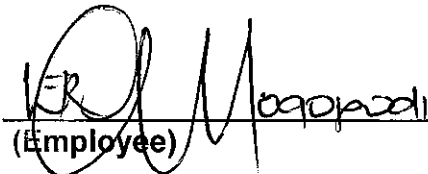
14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

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 **BULTFONTEIN** on 29 day of July 2019.


**AS WITNESSES:**


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2.   
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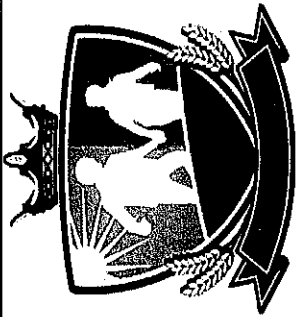
  
.....  
(Employee)

Thus done and signed at **BULTFONTEIN** on 29 day of July 2019.

**AS WITNESSES:**

1.   
.....  
2. ....

  
.....  
(Employer)



# TSWELOPELE

LOCAL MUNICIPALITY

A MUNICIPALITY IN PROGRESS

PERFORMANCE PLAN  
MUNICIPAL MANAGER  
TSWELOPELE LOCAL MUNICIPALITY  
2019 - 2020

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### **1. Purpose**

The performance plan defines the Council's expectations of the Municipal Manager performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

### **2. Key Responsibilities**

The following objects of local government will inform the Municipal Manager performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

### **3. Key Performance Areas**

The following Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organisational Development.
- 3.2 Basic Service Delivery and Infrastructure Development
- 3.3 Local Economic Development
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

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Municipal Manager		Municipal Manager		Municipal Manager		Municipal Manager		Municipal Manager		Municipal Manager	
Quarterly management meetings held	Attendance registers of the management meeting	4 Quarterly Management Meetings	4 Quarterly meetings	1 management meeting held	1 management meeting held	1 management meeting held	1 management meeting held	1 management meeting held	1 management meeting held	2%	2%
Review the organisational structure in consultation with the labour unions (LLF) and submit to Municipal Manager for approval	Reviewed the organisational structure consulted with the Labour unions and acknowledged by the Municipal manager for approval.	Reviewed organisational submitted to the municipal manager by 31 December 2019.	Approved organisational structure.	No report for the quarter	Reviewed organisational submitted to the municipal manager by 31 December 2019.	No report for the quarter	No report for the quarter	No report for the quarter	No report for the quarter	2%	2%
Percentage of External Service providers appointed within 60 days of the closing date of the tender	Adverts and appointment letters of the external service providers	100% of appointments for external Service Providers appointed within 60 days of the closing date of the tender	None	N/A	Appointment of external service providers within 60 days of the closing of the tender (as an when advertised)	Appointment of external service providers within 60 days of the closing of the tender (as an when advertised)	Appointment of external service providers within 60 days of the closing of the tender (as an when advertised)	Appointment of external service providers within 60 days of the closing of the tender (as an when advertised)	N/A	4%	4%
Sign and conclude Performance Agreements (PA) of the Municipal Manager, Chief Financial Officer, Director Technical, and Director Corporate Service	Signed PA of the Municipal Manager (MM) and CFO, Director Technical, and Director Corporate Service	4 signed PA by 28 July 2019 and sign revised PA by March 2019	5 Signed performance agreements	Signed PA between Mayor and MM; signed PA between MM and CFO; signed PA between MM and each of the Directors	Signed revised PA between Mayor and MM; signed PA between MM and CFO; signed PA between MM and each of the Directors	Signed revised PA between Mayor and MM; signed PA between MM and CFO; signed PA between MM and each of the Directors	Signed revised PA between Mayor and MM; signed PA between MM and CFO; signed PA between MM and each of the Directors	Signed revised PA between Mayor and MM; signed PA between MM and CFO; signed PA between MM and each of the Directors	No report for the quarter	4%	4%
Quarterly Performance Evaluations for the MM, CFO, Director Technical, and Director Corporate Service for the 2018/19	Signed quarterly evaluations of the MM, CFO, Director Technical, and Director Corporate Service	3 signed quarterly evaluations of the MM, CFO and all other Directors	3 quarterly performance evaluation reports	No report for the quarter	First quarter Performance Evaluations for the MM, CFO, Director Technical, and Director Corporate Service by 30 October 2019	Second quarter Performance Evaluations for the MM, CFO, Director Technical, and Director Corporate Service by 31 January 2020	Third quarter Performance Evaluations for the MM, CFO, Director Technical, and Director Corporate Service by 30 April 2020	Third quarter Performance Evaluations for the MM, CFO, Director Technical, and Director Corporate Service by 30 April 2020	4%	4%	4%

To enhance responsiveness to citizen's priorities and capabilities of delivery of quality services, quality management and administrative practices

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To strengthen road traffic management (result indicator: accidents, deaths) and improve public transport.	Number of traffic report and reconciliation submitted to finance department	Signed traffic reports and reconciliations.	12 monthly reports and traffic reconciliation submitted to finance department	12 Monthly reports	3 monthly reports/reconciliations prepared and submitted to finance department	3 monthly reports/reconciliations prepared and submitted to finance department	3 monthly reports/reconciliations prepared and submitted to finance department	3 monthly reports/reconciliations prepared and submitted to finance department	1%
To support the district municipality in improving disaster preparedness for extreme climate events.	Number of meetings conducted for Local Disaster Advisory Forum	Attendance register and minutes	4 quarterly disaster advisory forum conducted	4 quarterly meetings	1 local disaster advisory forum conducted	1 local disaster advisory forum conducted	1 local disaster advisory forum conducted	1 local disaster advisory forum conducted	1%
To ensure accessible road infrastructure and increased life span through proper construction and maintenance of roads and storm water drainages.	Number of disaster management awareness conducted by 30 June 2020	Attendance registers and signed reports for disaster management awareness conducted.	16 Awareness Campaigns conducted	16 Awareness campaigns	4 Awareness campaigns conducted	4 Awareness campaigns conducted	4 Awareness campaigns conducted	4 Awareness campaigns conducted	1%
To ensure accessible road infrastructure and increased life span through proper construction and maintenance of roads and storm water drainages.	Rehabilitation and upgrading of roads and storm water in Phathameng in terms of the approved capital budget by 30 June 2019 (Actual expenditure divided by the total approved budget) x 100	% budget spent on the rehabilitation and upgrading of roads and storm water in Phathameng.	100% expenditure for the upgrading of the 1.3km road in Phathameng by 30 June 2019	100% 2 km paved road in Phathameng	30%	80%	100%	No report for the quarter	1%
Promote effective and efficient sport and recreation development.	Construction of a cricket pitch in phathameng in terms of the approved capital budget. (Actual expenditure divided by the total approved budget) x 100	% of budget spent on construction of cricket pitch in Phathameng by 30 September 2019 (Actual expenditure divided by the total approved budget) x 100	100% expenditure by 30 September 2019 (Actual expenditure divided by the total approved budget) x 100	80% completed	100%	100%	100%	No report for the quarter	1%
To ensure access to safe and sustainable sanitation services to households, public facilities and households.	Construction of Sewer connection and building of toilet structures in Tikwana for 499 sites (Actual expenditure divided by the total approved budget) x 100	% of budget spent on construction of sewer connections and building of toilet structures in Tikwana for 499 sites (Actual expenditure divided by the total approved budget) x 100	100% expenditure by 31 December 2019 (Actual expenditure divided by the total approved budget) x 100	60% expenditure by 30 June 2019	80%	100%	100%	No report for the quarter	1%

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To ensure access to safe and sustainable sanitation services to households, public facilities and households.	Construction of Sewer connection and building of toilet structures in Phahameng ext. 7 and 8 (Actual expenditure divided by the total approved budget) x 100)	% of budget spent on construction of sewer connections and building of toilet structures in Phahameng ext. 7 and 8 (Actual expenditure divided by the total approved budget) x 100)	60% expenditure by 31 June 2020 (Actual expenditure divided by the total approved budget) x 100)	None	No budget for the quarter	10%	30%	50%	2%
To ensure provision of sustainable electricity services to all household, public facilities and businesses.	Installation of 2 high mast lights in Phahameng (Actual expenditure divided by the total approved budget) x 100)	% budget spent on installation of 2 high mast lights in Phahameng (Actual expenditure divided by the total approved budget) x 100)	100% budget spent on installation of 2 high mast lights in Phahameng by 30 June 2020 (Actual expenditure divided by the total approved budget) x 100)	None	No budget for the quarter	10%	60%	100%	2%
To assess and review building plans	Installation of 1 high mast light in Tlhwana (Actual expenditure divided by the total approved budget) x 100)	% budget spent on installation of 1 high mast light in Tlhwana (Actual expenditure divided by the total approved budget) x 100)	100% budget spent on installation of 1 high mast light in Tlhwana by 30 June 2020 (Actual expenditure divided by the total approved budget) x 100)	None	No budget for the quarter	10%	60%	100%	2%
To capacitate communities on building regulations through awareness campaigns	Number of updated building plan register	Completed building plan register	1 Updated register	1 Updated registers	No budget for the quarter	No budget for the quarter	No budget for the quarter	1 updated building plan register.	1%
Promote and support integrated, inclusive, sustainable human settlement development.	Number of building regulations awareness conducted by 30 June 2020.	Attendance registers and signed reports for building regulations awareness campaigns	4 building regulations Awareness campaigns conducted	7 Awareness campaigns	1 awareness campaign conducted	1 awareness campaign conducted	1 awareness campaign conducted	1 awareness campaign conducted	1%
	Monthly Updated & reviewed human settlement and even waiting list to assist the provincial department of Human Settlement in allocating housing	Updated human settlement and even waiting list.	12 monthly Updated human settlement and even waiting lists.	12 Updated waiting list	3 monthly Updated human settlement and even waiting lists.	3 monthly Updated human settlement and even waiting lists.	3 monthly Updated human settlement and even waiting lists.	3 monthly Updated human settlement and even waiting lists.	1%

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Number of trainings/ workshops conducted for the SMME and cooperatives in both towns.	Attendance registers and the signed report for the 2 workshops conducted.	2 workshops conducted in both towns by 30 June 2020	N/A	No target for the quarter	1 workshop conducted for the SMME and Cooperatives in both towns	1 workshop conducted for the SMME and Cooperatives in both towns	2%
Percentage of the capital budget awarded to local service providers	The value of contracts awarded to local service providers divided total capital expenditure multiplied by 100 (appointment letters of sub-contractors)	30% of the 2019/20 capital budget awarded to local service providers	30% allocated to local service providers	No target for the quarter	30% of capital budget awarded to local service providers	30% of capital budget awarded to local service providers	1%
<b>TOTAL</b>							20%

**DEPARTMENTAL FINANCIAL MANAGER OFFICE**  
**PERFORMANCE AREA - MUNICIPAL FINANCIAL VIABILITY AND GROWTH**  
**COMPLETION OF FINANCIAL STATEMENTS**

Obtain unqualified audit opinion on the financial statements	Unqualified audit opinion on the 2018/ 2019 Financial Statements	Obtain Unqualified audit opinion on the 2018/ 2019 Financial Statements	Qualified audit opinion.	No target for the quarter	Submit the unqualified audit report to council	No target for the quarter	2%
Organisational overtime expenditure (2019/ 2020 overtime - 2018/ 2019 overtime) x 100	Reduce the organisational overtime by 30% by 30 June 2020 (2019/ 2020 overtime - 2018/ 2019 overtime) x 100	Reduce the organisational overtime by 30% by 30 June 2020 (2019/ 2020 overtime - 2018/ 2019 overtime) x 100	None	No target for the quarter	Reduce the organisational overtime by 30% by 30 June 2020 (2019/ 2020 overtime - 2018/ 2019 overtime) x 100	No target for the quarter	4%
Review the organisational Revenue enhancement strategy and submit to the council for adoption	Reviewed departmental revenue enhancement strategy and submitted to council for adoption	Reviewed departmental revenue enhancement strategy submitted to council by 30 September 2019	Approved Revenue enhancement strategy	Reviewed departmental revenue enhancement strategy submitted to council by 30 September 2019	Reviewed departmental revenue enhancement strategy submitted to council by 30 September 2019	No target for the quarter	1%

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Convene Oversight Committee to consider the Draft 2018/2019 Annual Report	Attendance register and the oversight committee report	Convene the oversight committee for the evaluation of the annual report by March 2020	1 Oversight Report	No report for the quarter	No report for the quarter	No report for the quarter	Convene the oversight committee for the evaluation of the annual report by March 2020	No report for the quarter	No report for the quarter	1%
Approved Annual report for 2018/2019	Council resolution approving the oversight committee report and the annual report	Table to council the oversight committee report for approval of the annual report by 30 March 2020	Approved 2017/2018 Annual report	No report for the quarter	No report for the quarter	No report for the quarter	Table to council the oversight committee report for approval of the annual report by 30 March 2020	No report for the quarter	No report for the quarter	2%
Review of the integrated development plan in consultation with the relevant stakeholders.	1 Approved IDP reviewed annually	Reviewed and approved integrated development plan in consultation with the relevant stakeholders by 30 June 2020	Approved 2017/18 IDP	Table to council the IDP process plan and budget time lines for approval to council.	No report for the quarter	No report for the quarter	Table to council the Draft IDP for adoption	No report for the quarter	Table to Council the Final IDP for Approval	2%
Review the 3 year internal audit plan based on the risk assessment and submit to the audit committee for approval by 30 June 2020	Minutes of the audit committee approving the 3 year risk plan	3 year risk based plan approved by 30 June 2020	Approved 3 year risk based plan	No report for the quarter	No report for the quarter	No report for the quarter	Develop and table the three year risk based plan to Audit committee for approval.	No report for the quarter	1%	
Report to the municipal manager and audit committee on the implementation of the annual internal audit plan and internal audit activities	Quarterly reports on the implementation of the annual internal audit plan	4 quarterly reports submitted to the MM and the Audit committee	4 quarterly reports	1 quarterly reports submitted to the MM and the audit committee.	1 quarterly reports submitted to the MM and the audit committee.	1 quarterly reports submitted to the MM and the audit committee.	1 quarterly reports submitted to the MM and the audit committee.	1 quarterly reports submitted to the MM and the audit committee.	1%	
Number of Municipal Public Account Committee meetings conducted	Attendance register and minutes of the meetings	Convene 4 Municipal Public Accounts Committee meetings	4 Meetings	1 MPAC meeting held.	No report for the quarter	No report for the quarter	2 MPAC meeting held.	1 MPAC meeting held.	1%	
Number of audit committee meetings held	Attendance registers and the minutes of the meeting	4 audit committee Meetings (1 per quarter)	5 Meetings	1 Audit Committee held	1 Audit Committee held	1 Audit Committee held	1 Audit Committee held	1 Audit Committee held	1%	

To promote and improve effective linkage between the community, stakeholders and the municipality to ensure accountability and responsive governance structures.

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Submit quarterly risk management reports to the audit, risk and performance committee on the implementation of measures in the action plans.	Copy of minutes where the reports were discussed.	4 quarterly reports submitted to the audit, risk and performance committee on the implementation of measures in the action plan	None	1 quarterly risk management report submitted to the committees	1 quarterly risk management report submitted to the committees	1 quarterly risk management report submitted to the committees	1 quarterly risk management report submitted to the committees	1 quarterly risk management report submitted to the committees	1%
Updated municipal risk management register	Monthly updated risk register	12 Monthly updated risk management registers	12 Updates of the risk register	3 updated risk management registers	3 updated risk management registers	3 updated risk management registers	3 updated risk management registers	3 updated risk management registers	1%
Number of consolidated ward committee reports submitted	Quarterly consolidated reports	4 quarterly consolidated ward committee reports.	Monthly reports have been submitted	Quarterly consolidated ward committee reports	Quarterly consolidated ward committee reports	Quarterly consolidated ward committee reports	Quarterly consolidated ward committee reports	Quarterly consolidated ward committee reports	1%
Number of LLF Meetings conducted	Attendance register and minutes of the LLF meetings	4 LLF Meetings per annum (4 per quarter)	4 Meetings held	1 LLF meeting held.	1 LLF meeting held.	1 LLF meeting held.	1 LLF meeting held.	1 LLF meeting held.	1%
			TOTAL	0	0	0	0	0	20%

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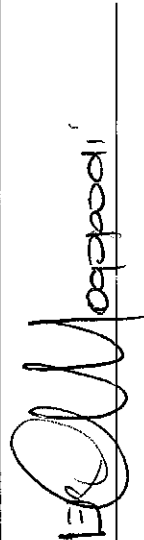
# Municipal Manager

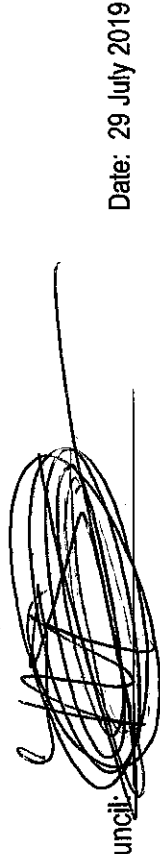
Core Managerial and Occupational Competencies		Weighting	Description/Definition	Comments/Observations				Rating			
		Compulsory Core Competency Requirements		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Financial Management	10	Compiles and manages budgets, controls cash flow, institutes risk management and administers supply chain management processes in accordance with legal prescripts and generally recognised accounting practices in order to ensure the achievement of the Municipality's strategic objectives.									
People Management and Empowerment	20	Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve the Municipality's Strategic Objectives									
Client Orientation and Customer Focus	20	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.									

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# Municipal Manager

Core Managerial and Occupational Competencies	Weighting	Description/Definition	Comments/Observations				Rating						
			1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q			
		<b>Selected Core Competency Requirements</b>											
Strategic Capability and Leadership	10	Provides a vision, sets the direction for the administration and inspires others to deliver on the municipality's mandate											
Problem Solving and Analysis	10	Systematically identifies, analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.											
Programme and Project Management	10	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.											
Honesty and Integrity	10	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality.											
Policy conceptualization and implementation	10	Ability to conceptualize policies and ensure policy implementation											

Signed and accepted by (Municipal Manager):  Date: 29 July 2019

Signed and accepted by (Mayor) on behalf of the Council:  Date: 29 July 2019

**Municipal Manager**

**Rating Achieved**

**Key Performance Area**

Possible Rating

Weighting

1st Quarter 2nd Quarter 3rd Quarter 4th Quarter

1 Municipal Transformation and Organisational Development	#REF!	#REF!	#REF!	#REF!	#REF!
2 Basic Service Delivery	20	0	0	0	0
3 Local Economic Development	20	#REF!	#REF!	#REF!	#REF!
4 Municipal Financial Viability and Management	20	#REF!	#REF!	#REF!	#REF!
5 Good Governance and Public Participation	20				
<b>Total Achieved</b>	<b>#REF!</b>	<b>#REF!</b>	<b>#REF!</b>	<b>#REF!</b>	<b>#REF!</b>

100%
80%

Weighted Score

**Rating Achieved**

**Core Competency Requirements**

Possible Rating

Weighting

1st Quarter 2nd Quarter 3rd Quarter 4th Quarter

<b>Compulsory</b>					
1 Financial Management	10	0	0	0	0
2 People Management and Empowerment	20	0	0	0	0
3 Client Orientation and Customer Focus	20	0	0	0	0
4 Policy conceptualization & implementation	10				
<b>Selected</b>					
1 Strategic Capability and Leadership	10	0	0	0	0
2 Problem Solving and Analysis	10	0	0	0	0
3 Programme and Project Management	10	0	0	0	0
4 Honesty and Integrity	10	0	0	0	0
<b>Total Achieved</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

100%
20%

Weighted Score

0,00%	0,00%	0,00%	0,00%
0,00%	0,00%	0,00%	0,00%

Scoresheet

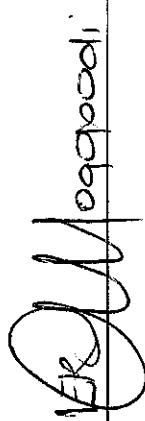
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Municipal Manager

0,00%	Final Weighted Score Achieved	#REF!	#REF!	#REF!	#REF!
0,00%	Final Score Achieved	#REF!	#REF!	#REF!	#REF!

- (a) a score of 130% to 135% is awarded a performance bonus of 6%; and
- (b) a score of 136% to 140% is awarded a performance bonus of 8%; and
- (c) a score of 141% to 145% is awarded a performance bonus of 10%; and
- (d) a score of 146% to 150% is awarded a performance bonus of 12%; and
- (e) a score of 151% and above is awarded a performance bonus of 14%

Signature: Municipal Manager:



Date: 29 July 2019

Signature: Mayor:



Date: 29 July 2019

# Municipal Manager

Masters in business leadership	Bunishment Leadership	2019 - 21	Good leadership and management skills	Improved governance

Signature: Municipal Manager: 

Date: 29 July 2019

Signature: Mayor: 

Date: 29 July 2019