



TSWELOPELE

LOCAL MUNICIPALITY
A MUNICIPALITY IN PROGRESS

PERFORMANCE AGREEMENT

TSWELOPELE
Local Municipality

Made and entered into by and between:

MS. MRE MOGPODI (The Municipal Manager)

And

MR. B.P DIKOKO (Director Technical Services)

**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 **Ms. MRE Mogopodi – 680102 0949 082** in her capacity as the Municipal Manager (hereinafter referred to as the Employer or Supervisor)

And

Mr. B.P Dikoko – 810607 5495 082 the Director Technical Services 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/her 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 **1st July 2019** and will remain in force until **30th 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.

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- 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/ her 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	10
Infrastructure development and Basic Service Delivery	50
Local Economic Development (LED)	10
Municipal Financial Viability and Management	25
Good Governance and Public Participation	05
Total	100% (80%)

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

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:

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:

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 Municipal Manager;

6.7.2 Chairperson of the Audit Committee;

6.7.3 Member of the Executive Committee; and

6.7.4 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/her 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 adapted, 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:

% SCORE	% BONUS
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 2020
- 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 Mayor within fourteen (14) days of receipt of assessment results for the review of the performance outcome. The Mayor must mediate within 30 days of receipt of a formal dispute from the Employee; or

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13.1.2 any other person appointed by the Mayor.

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

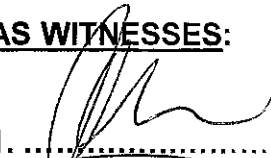
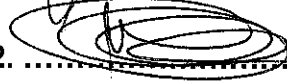
14. GENERAL


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:

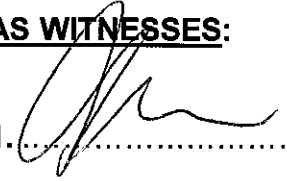
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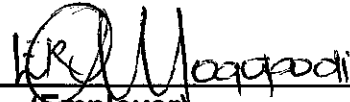


(Employee)

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

AS WITNESSES:

1. 
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2.



(Employer)



TSWELOPELE

LOCAL MUNICIPALITY

A MUNICIPALITY IN PROGRESS

PERFORMANCE PLAN
DIRECTOR TECHNICAL SERVICES
TSWELOPELE LOCAL MUNICIPALITY
2019 - 2020

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1. Purpose

The performance plan defines the Council's expectations of the Director Technical Services 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 Director Technical Service 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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ANNUAL TARGETS 2019		COMPARISON 2019 TARGETS		COMPARISON 2019 TARGETS			
To enhance responsiveness to citizen's priorities and capabilities of delivery of quality services, quality management and administrative practices	Number of departmental/divisional meetings are held	Attendance registers and minutes of the meetings	4 Quarterly departmental meetings	Meetings held	1 meeting held by 30 June 2020	4%	
	Submit monthly report to management on the actual performance against the SDBIP	Monthly report submitted to management	12 Monthly performance report	12 monthly reports	3 performance reports (Jan - Mar)	3%	
	Number of Technical officials provided with skills development training / capacity development as directed/ Identified by the Director Technical Services	Quarterly reports on the implementation of the works skills plan	All identified Technical services officials attends as per the Workplace Skills Plan (Quarterly) as directed by the Director Technical Services	None	1 quarterly report on the implementation of work skills plan of all identified technical officials	1 quarterly report on the implementation of work skills plan of all identified technical officials	3%
							10%
			TOTAL				
ANNUAL TARGETS 2019		COMPARISON 2019 TARGETS		COMPARISON 2019 TARGETS			
To ensure access to clean, quality and sustainable water services to households, public facilities and	Limit water network losses to less than 15% by 30 June 2018 (Difference between water supplied and water billed) / (number of kilolitres water purchased/ purified - number of kilolitres water sold) / number of kilolitres water purchased/ purified x 100) in both towns.	Water losses reduced to 15% and below.	Water losses limited to 15%	Water losses limited to 15%	Water losses limited to 15%	1%	

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businesses.	Supply of clean, quality and sustainable water services to all formalised households, public facilities and businesses	% of all formalised households, public facilities and businesses with access to clean, quality and sustainable water services.	100% of formalised households, public facilities and businesses supplied with clean, quality and sustainable water services	12523 households	100% of formalised households, public facilities and businesses supplied with clean, quality and sustainable water services	100% of formalised households, public facilities and businesses supplied with clean, quality and sustainable water services	100% of formalised households, public facilities and businesses supplied with clean, quality and sustainable water services	100% of formalised households, public facilities and businesses supplied with clean, quality and sustainable water services	0,5%
To ensure access to safe and sustainable sanitation services to households.	Provision of safe and sustainable sanitation to all formalised households	% of all formalised households, public facilities and businesses with access to safe and sustainable sanitation services. (number of households with access/ number of total formalised households) x 100	90% of all formalised households, 100% of public facilities and businesses with access to safe and sustainable sanitation services	12 523 households	90% of all formalised households, 100% of public facilities and businesses with access to safe and sustainable sanitation services	90% of all formalised households, 100% of public facilities and businesses with access to safe and sustainable sanitation services	90% of all formalised households, 100% of public facilities and businesses with access to safe and sustainable sanitation services	90% of all formalised households, 100% of public facilities and businesses with access to safe and sustainable sanitation services	0,5%
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%	60%	100%	No target for the quarter	0,5%
Promote effective and efficient sport and recreation development.	Construction of a cricket patch 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 patch 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%	No target for the quarter	When target for the quarter	0,5%
To ensure access to safe and sustainable sanitation services to 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 target for the quarter	1%
To ensure access to safe and sustainable sanitation services to households.	Construction of Sewer connection and building of toilet structures in Phathameng 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 Phathameng ext. 7 and 8 (Actual expenditure divided by the total approved budget) x 100;	60% expenditure by 30 June 2020 (Actual expenditure divided by the total approved budget) x 100;	None	30%	100%	30%	60%	1%

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dispose waste in a manner consistent with applicable regulations	Council approved Integrated Waste Management Plan	Council approved integrated waste management plan	1 Annual Review of Integrated Waste Management Plan (May 20)	None	No target for the quarter	No target for the quarter	Draft integrated waste management sector plan taken for public participation	Council approved integrated waste management plan	1%
	Reviewed Integrated Waste Management Plan	Reviewed environmental management plan	1 Annual Review of Integrated Environmental Management Plan (May 20)	None	No target for the quarter	No target for the quarter	Draft integrated environmental management sector plan taken for public participation	Council approved integrated environmental management plan	1%
	Cleaning and maintenance of municipal recreational parks	Clean and maintained municipal recreational parks (signed reports and pictures for the cleaned recreational parks)	Clean 1 recreational park (quarterly) in both towns	2 parks	1 recreational park cleaned and maintained	1 recreational park cleaned and maintained	1 recreational park cleaned and maintained	1 recreational park cleaned and maintained	1%
	Biannual Cleaning and maintenance of municipal cemeteries	Clean and maintained municipal cemeteries (signed reports and pictures for the cleaned municipal cemeteries)	4 Cleaned and maintained municipal cemeteries in both towns	4 cemeteries	No target for the quarter	2 municipal cemeteries cleaned and maintained	2 municipal cemeteries cleaned and maintained	2 municipal cemeteries cleaned and maintained	1%
	Cleaning and maintenance of municipal Open Spaces	Clean and maintained municipal open spaces (signed reports and pictures for the cleaned municipal open spaces)	5 cleaned and maintained municipal Open Spaces	5 open spaces	No target for the quarter	5 municipal open spaces cleaned and maintained	5 municipal open spaces cleaned and maintained	5 municipal open spaces cleaned and maintained	1%
	Clean and maintained municipal Stadiums	Cleaned and maintained municipal stadiums (signed reports and pictures for the cleaned municipal Stadiums)	4 municipal stadiums cleaned and maintained per quarter.	4 stadiums	4 municipal stadiums cleaned and maintained	4 municipal stadiums cleaned and maintained	4 municipal stadiums cleaned and maintained	4 municipal stadiums cleaned and maintained	1%
	Weekly collection of domestic waste to all formalized residential areas, public facilities and businesses	% of all formalised households, public facilities and businesses with access to waste collection services (number of households with access/ number of total formalised households) x 100	100% of all formalised households, public facilities and businesses with access to refuse removal services (number of households with access/ number of total formalised households) x 100	12 523 Households	100% of all formalised households, public facilities and businesses with access to refuse removal services (number of households with access/ number of total formalised households) x 100	100% of all formalised households, public facilities and businesses with access to refuse removal services (number of households with access/ number of total formalised households) x 100	100% of all formalised households, public facilities and businesses with access to refuse removal services (number of households with access/ number of total formalised households) x 100	100% of all formalised households, public facilities and businesses with access to refuse removal services (number of households with access/ number of total formalised households) x 100	1%
	To ensure the sustainable use of natural resource within municipal area while promoting social and economic development								
	To ensure access to regular and sustainable refuse removal services to all household, public facilities and businesses								

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	Number of environmental management awareness campaigns & activities conducted (Quarterly)	Attendance registers and signed reports.	4 reports awareness campaigns conducted (2 in 2nd quarter and 3rd quarter)	4 campaigns	No target for the quarter	2 awareness campaigns conducted	No target for the quarter	1%
	Cleaning of CBD streets in Bultfontein and Hoopstad	Cleaned CBD streets (signed reports indicating the names of streets/ areas cleaned.	Cleaned CBD streets in Bultfontein and Hoopstad	N/A	Cleaned CBD streets in Bultfontein and Hoopstad	Cleaned CBD streets in Bultfontein and Hoopstad	Cleaned CBD streets in Bultfontein and Hoopstad	1%
	To promote effective EPWP with the aim of improved Job creation	Approved EPWP plan by the Municipal Manager	1 Reviewed and approved Plan by 31 March 2020	Approved EPWP Plan	No target for the quarter	Reviewal and submission of the approved EPWP	No target for the quarter	1%
				TOTAL				20%

COMPETENT TECHNICAL SERVICES
PERFORMANCE AND LOCAL ECONOMIC DEVELOPMENT

	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	30% of capital budget awarded to local service providers	30% of capital budget awarded to local service providers	30% of capital budget awarded to local service providers	5%
	Create an environment that promotes development of the local economy and facilitate job creation.	100% local unskilled labour appointments is local based.	100% of unskilled labour on all the capital projects from the local municipal area	100% of unskilled labour (ongoing)	100%	100%	100%	5%
				TOTAL				10%

COMPETENT TECHNICAL SERVICES
PERFORMANCE AND LOCAL ECONOMIC DEVELOPMENT

	Ensure timely preparation of the Directorate's budget for 2020/21 based on the approved IDP	Departmental budget submitted to finance department.	Departmental budget approved as part of the annual budget.	Budget inputs submitted to finance	No target for the quarter	Submit the draft departmental budget inputs to finance	No target for the quarter	1%
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Ensure timely preparation of the Director's adjustment budget for 2019/20 financial year based on the approved midyear budget and performance assessment.	Departmental adjustment budget submitted to finance department.	Department adjustment budget approved as part of the municipal adjustment budget by February 2020.	Budget inputs submitted to Finance	No target for the quarter	No target for the quarter	Submit the departmental adjustment budget inputs to Finance	No target for the quarter	1%
Review the departmental Revenue enhancement strategy and submit to the municipal manager	Reviewed departmental revenue enhancement strategy acknowledged by the municipal manager	Reviewed departmental revenue enhancement strategy acknowledged by the municipal manager by 30 September 2019	Approved Revenue enhancement strategy	Reviewed departmental revenue enhancement strategy acknowledged by the municipal manager by 30 September 2019	No target for the quarter	No target for the quarter	No target for the quarter	1%
Number of reports on the implementation of the revenue enhancement strategy for all the revenue sources applicable to the department.	Signed reports on the implementation of the Revenue enhancement strategy.	4 monthly reports on the implementation of the revenue enhancement strategy for the revenue sources applicable to the department.	1 annual report on the implementation of the revenue enhancement strategy.	Signed reports on the implementation of the Revenue enhancement strategy.	Signed reports on the implementation of the Revenue enhancement strategy.	Signed reports on the implementation of the Revenue enhancement strategy.	Signed reports on the implementation of the Revenue enhancement strategy.	1%
Number of departmental procurement plans developed and submitted to the Municipal Manager for approval.	Developed departmental procurement plan acknowledged by the Municipal manager.	1 developed departmental procurement plan acknowledged by the municipal manager by 30 July 2019	None	1 developed departmental procurement plan acknowledged by the municipal manager by 30 July 2019	No target for the quarter	No target for the quarter	No target for the quarter	1%
Departmental overtime expenditure (2019/ 2020 overtime - 2018/ 2019 overtime) x 100 (2 400 196.90 - 1 680 137.2 = 720 059,7)	Reduce the departmental overtime by 30% by 30 June 2020 (2019/ 2020 overtime - 2018/ 2019 overtime) x 100 (2 400 196.90 - 1 680 137.2 = 720 059,7)	Reduce the departmental overtime by 30% by 30 June 2020 (2019/ 2020 overtime - 2018/ 2019 overtime) x 100 (2 400 196.90 - 1 680 137.2 = 720 059,7)	None	No target for the quarter	No target for the quarter	No target for the quarter	Reduce the departmental overtime by 30% by 30 June 2020 (2019/ 2020 overtime - 2018/ 2019 overtime) x 100 (2 400 196.90 - 1 680 137.2 = 720 059,7)	1%
Reduce the departmental standby expenditure (2019/ 2020 standby - 2018/ 2019 standby) x 100	Departmental standby expenditure (2019/ 2020 standby - 2018/ 2019 standby) x 100	Reduce the departmental standby expenditure by 30% by 30 June 2020 (2019/ 2020 standby - 2018/ 2019 standby) x 100	None	No target for the quarter	No target for the quarter	No target for the quarter	Reduce the departmental standby expenditure by 30% by 30 June 2020 (2019/ 2020 standby - 2018/ 2019 standby) x 100	1%

To enhance the revenue base of the municipality, improved audit outcome, promote sound financial governance and management.

MINE
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MINE

Submission of D-Forms to NERSA (October 2019)	Proof of submission of the D-forms to NERSA	D-Forms submitted to NERSA by October 2019	Submitted D-Forms	No target for the quarter	D-Forms submitted to NERSA by October 2019	No target for the quarter	1%
Number of assets counts perform on a municipal assets and submitted to CFO	Signed Assets count sheets	6 counts performed on municipal assets and submission to CFO	None	1 count performed on 30 September 2019	1 count performed on December 2019	1 count performed by 31 March 2020	3 counts performed monthly (April - June)
Perform condition assessment on fleet and infrastructure assets and submit a report to the CFO	Signed condition assessment sheets	Condition assessment performed on all vehicles and infrastructure assets by 30 June 2020	None	No target for the quarter	No target for the quarter	No target for the quarter	1 report submitted to the CFO by 30 June 2020
Number of inventory count conducted (Game, diesel, water, stores)	Signed copies of inventory counts sheets.	12 Inventory counts (Game, diesel, water, stores) (3 per quarter)	12 Counts conducted	3 monthly updated inventory counts register	3 monthly updated inventory counts register	3 monthly updated inventory counts register	3 monthly updated inventory counts register
Attend to corrective as identified in external audit reports and reduce risk areas within three months of receipt of reports.	Percentage of issues raised and proposed corrective measures attended to.	95% of issues raised and proposed corrective measures attended to.	90% of issues attended to.	95%	95%	95%	95%
Attend to corrective as identified in internal audit reports and reduce risk areas within three months of receipt of reports.	Percentage of issues raised and proposed corrective measures attended to.	95% of issues raised and proposed corrective measures attended to.	90% of issues attended to.	95%	95%	95%	95%
Number of EPWP reports submitted to CoGTA	Proof of submission of EPWP reports to CoGTA	12 EPWP reports prepared & submitted (3 per quarter) to CoGTA	12 Reports submitted	3 EPWP reports prepared and submitted to CoGTA	3 EPWP reports prepared and submitted to CoGTA	3 EPWP reports prepared and submitted to CoGTA	3 EPWP reports prepared and submitted to CoGTA
Number of MIG reports submitted to CoGTA	Proof of submission of MIG reports to CoGTA	12 MIG reports prepared & submitted (3 per quarter)	12 Reports submitted	3 MIG expenditure reports to CoGTA	3 MIG expenditure reports to CoGTA	3 MIG expenditure reports to CoGTA	3 MIG expenditure reports to CoGTA
Report spending to National Treasury on infrastructure grant	Proof of submission of MIG reports to National Treasury	12 MIG reports submitted to National Treasury	12 reports submitted	3 monthly reports submitted to National Treasury	3 monthly reports submitted to National Treasury	3 monthly reports submitted to National Treasury	3 monthly reports submitted to National Treasury
Number of reconciliations submitted on RBIG, AGIP, EPWP, EEDSM, INEP, MIG Infrastructure grants to the CFO	Proof of submission of the reconciliations to the CFO	12 Reports/reconciliations submitted on infrastructure grants to the CFO	72 reports/reconciliation submitted on infrastructure grants	12 reports submitted to the CFO (6 reports by the end of each month)	12 reports submitted to the CFO (6 reports by the end of each month)	12 reports submitted to the CFO (6 reports by the end of each month)	12 reports submitted to the CFO (6 reports by the end of each month)
			TOTAL				20%

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MAY 15

OBJECTIVE		MONITORING AND EVALUATION		COMPARISON WITH BUDGET TARGETS		COMPARISON WITH QUARTERLY TARGETS			
MONITORING AND EVALUATION		COMPARISON WITH BUDGET TARGETS		COMPARISON WITH QUARTERLY TARGETS		COMPARISON WITH QUARTERLY TARGETS			
To promote and improve effective linkage between the community, stakeholders and the municipality to ensure accountability and responsive governance structures.	Number of meeting on public consultation on the 2020/2021 annual budget and tariffs	Attendance register for the public consultations.	4 Meetings for public consultation on the 2019/2020 annual Budget and tariffs by 30 June 2020	None	4 Meetings for public consultation on the 2019/2020 annual Budget and tariffs by 30 June 2020	1%	4 meetings held by 30 June 2020	1%	
	Number of service delivery improvement plan developed and approved by the accounting officer.	Signed service delivery improvement plan by the accounting officer	1 developed and approved service delivery improvement plan by the accounting officer by 30 August 2019	None	1 developed and approved service delivery improvement plan by the accounting officer by 30 August 2019	0.5%	No target for the quarter	0.5%	
	Number of reports published on the implementation of the approved municipal sector plans	Signed reports on the implementation of approved municipal sector plans published.	4 quarterly reports published on the implementation of the approved municipal sector plans	None	1 quarterly report published	1 quarterly report published	0.5%	1 quarterly report published	0.5%
	Implementation of a compliance checklist pertaining to key legislation requirements for the department	Number of progress reports on the implementation of a compliance checklist.	4 quarterly reports on the implementation of the compliance checklist.	None	1 quarterly report on the implementation of the compliance checklist	1 quarterly report on the implementation of the compliance checklist	1%	1 quarterly report on the implementation of the compliance checklist	1%
	Percentage of resolutions (Council, Sec. 80, Management) implemented within the required time frames	Percentage of resolution implemented within the required time frame	90% of the resolutions implemented on time	None	90%	90%	1%	90%	1%
	Number of risk assessment and action plan reviews/ updates	Reports on the implementation of the risk management action	12 monthly risk assessment and action plan reviews/ updates	Monthly risk Assessments	3 monthly risk assessment and action plan/ reviews	3 monthly risk assessment and action plan/ reviews	1%	3 monthly risk assessment and action plan/ reviews	1%
	Ensure that the Technical Services develop all Service Level Agreements with the appointed service provider.	Copies of the signed service level agreements.	All SLA must be signed and completed within 14 working days after the appointment.	None	Service level agreements signed with 14 working days after the appointment (as an when appointed)	Service level agreements signed with 14 working days after the appointment (as an when appointed)	1%	Service level agreements signed with 14 working days after the appointment (as an when appointed)	1%
					TOTAL				6%

MRE


Director Technical Services

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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Director Technical Services

Core Managerial and Occupational Competencies	Weighting	Description/Definition	Comments/Observations				Rating			
			1 Q	2 Q	3 Q	4 Q				
Selected Core Competency Requirements										
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 (Director Technical Services): _____ Date: 29 July 2019

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

Director Technical Services

Key Performance Area

Key Performance Area	Weighting	Possible Rating	Rating Achieved			
			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
1 Municipal Transformation and Organisational Development	#REF!	10	#REF!	0	#REF!	#REF!
2 Basic Service Delivery	50	50	0	0	0	#REF!
3 Local Economic Development	10	10	0	0	#REF!	#REF!
4 Municipal Financial Viability and Management	25	25	0	#REF!	#REF!	#REF!
5 Good Governance and Public Participation	5	5	0	#REF!	#REF!	#REF!
Total Achieved	#REF!	100	#REF!	#REF!	#REF!	#REF!

Weighted Score	100%
	80%

Core Competency Requirements

Core Competency Requirements	Weighting	Possible Rating	Rating Achieved			
			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Compulsory						
1 Financial Management	10	10	0	0	0	0
2 People Management and Empowerment	20	20	0	0	0	0
3 Client Orientation and Customer Focus	20	20	0	0	0	0
4 Policy conceptualization & implementation	10	10				
Selected						
1 Strategic Capability and Leadership	10	10	0	0	0	0
2 Problem Solving and Analysis	10	10	0	0	0	0
3 Programme and Project Management	10	10	0	0	0	0
4 Honesty and Integrity	10	10	0	0	0	0
Total Achieved	100	100	0	0	0	0

Weighted Score	100%
	20%


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

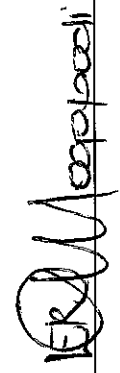
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18

Director Technical Services

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: Director Technical Services:  Date: 29 July 2019

Signature: Municipal Manager:  Date: 29 July 2019

Director Technical Services

B:Tech Civil Engineering	Engineering	Jul-05 Qualified Engineering	Improved Basic Service Delivery

Signature: Director Technical Services: 

Date: 29 July 2019

Signature: Municipal Manager: 

Date: 29 July 2019