

KAREEBERG MUNICIPALITY



**Performance Agreement
for the financial year 1 July 2018 – 30 June 2019**

CHIEF OPERATIONAL MANAGER

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Performance Agreement

Performance agreement made and entered into by and between

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

and

Albertus van Schalkwyk, the Chief Operational Manager (*herein and after referred as Employee*) for the period 1 July 2018 to 30 June 2019

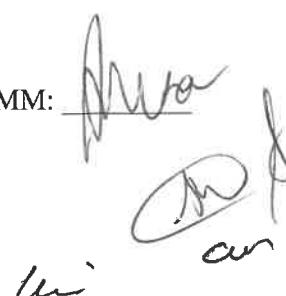
Where as

- 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 Council of the Municipality constituted in terms of Section 157 of the Constitution as represented by its chairperson, the Mayor;
- 1.1.3 "the Employee" means the Head of Department 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.

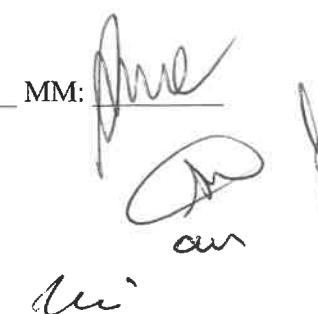


2. PURPOSE OF THIS AGREEMENT

- 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 targeted 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 July 2018 and will remain in force until 30 June 2019 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.



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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 KPIs, 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

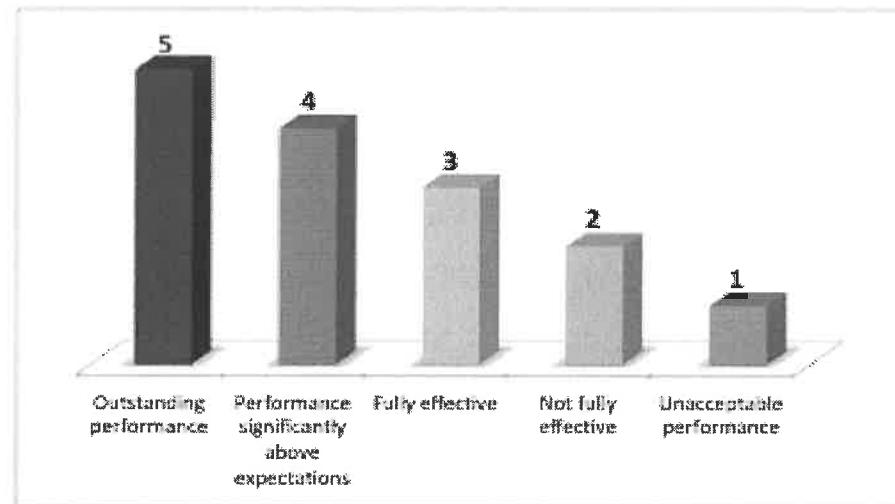
- 6.1 The Performance Plan (Annexure A) to this Agreement sets out key performance indicators and competencies that needs to be evaluated in terms of –
 - 6.1.1 The standards and procedures for evaluating the Employee's performance; and
 - 6.1.2 During the intervals for the evaluation of the Employee's 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;



Performance Agreement

- 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 could submit his self-evaluation to the Employer prior to the formal assessment;
 - 6.6.4 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 6.6.4 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:

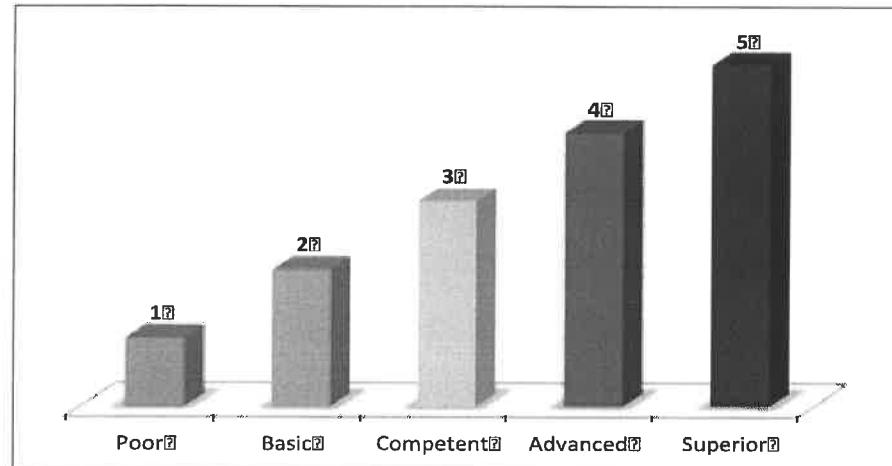
Performance Agreement



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.

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- 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 applicable Portfolio Councillor.

- 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 meetings.

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 for 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 the 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

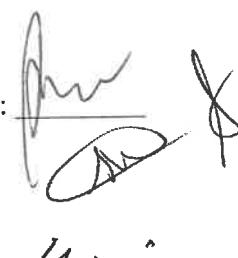
10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

- 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/she was employed and he/she will be entitled to a pro-rata performance bonus based on his/her 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.



Performance Agreement

Thus done and signed at Caronwoh on the 20th day of July of 2018.

AS WITNESSES:

1. D. A.
2. J. A.



MUNICIPAL MANAGER

Thus done and signed at _____ on the _____ day of July of 2018

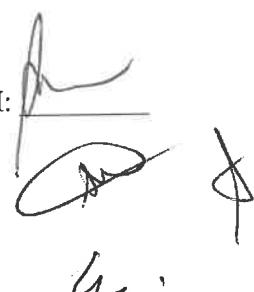
AS WITNESSES:

1. W. F.
2. T. M.



CHIEF OPERATIONAL MANAGER

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Chief Operational Manager: an MM: an



Performance Plan

Chief Operational 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.

Mr. Ann ✓

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	Q1	Q2	Targets	Q3	Q4	Weight
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Waste Management	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	90%	1
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Water Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	90%	1
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Electricity	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	90%	1
TL9	Basic Service Delivery	Limit % electricity unaccounted for to 20% by 30 June 2019 [Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased) × 100]	% Electricity unaccounted for (Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased) × 100	0	20%	0	20%	20%	2
TL10	Basic Service Delivery	Limit % water unaccounted for to 25% by 30 June 2019 [Number of Kilolitres Water Purchased or Purified or extracted - Number of Kilolitres Water Sold) / (Number of Kilolitres Water Purchased or Purified or extracted) × 100]	% Water unaccounted for (Number of Kilolitres Water Purchased or Purified or extracted - Number of Kilolitres Water Sold) / (Number of Kilolitres Water Purchased or Purified or extracted) × 100	0	25%	0	25%	25%	2
TL11	Basic Service Delivery	Spend 60% of the electricity maintenance budget by 30 June 2019 {{Actual expenditure on maintenance divided by the total approved maintenance budget}x100}	% of the electricity maintenance budget spent by 30 June 2019 {{Actual expenditure on maintenance divided by the total approved maintenance budget}x100}	20%	30%	30%	40%	60%	2
TL12	Basic Service Delivery	Spend 60% of the roads and stormwater maintenance budget by 30 June 2019 {{Actual expenditure on maintenance divided by the total approved maintenance budget}x100}	% of the roads and stormwater maintenance budget spent by 30 June 2019 {{Actual expenditure on maintenance divided by the total approved maintenance budget}x100}	20%	30%	30%	40%	60%	2
TL13	Basic Service Delivery	Spend 60% of the sewerage maintenance budget by 30 June 2019 {{Actual expenditure on maintenance	% of the sewerage maintenance budget spent by 30 June 2019 {{Actual expenditure on maintenance divided	20%	30%	30%	40%	60%	2



Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Targets				Weight
				Q1	Q2	Q3	Q4	
		divided by the total approved maintenance budget)x100}	by the total approved maintenance budget)x100).					
TL14	Basic Service Delivery	Spend 60% of the water maintenance budget by 30 June 2019 {{Actual expenditure on maintenance divided by the total approved maintenance budget)x100}}	% of the water maintenance budget spent by 30 June 2019 {{Actual expenditure on maintenance divided by the total approved maintenance budget)x100}}	20%	30%	40%	60%	2
TL15	Basic Service Delivery	Spend 60% of the sport and recreation maintenance budget by 30 June 2019 {{Actual expenditure on maintenance divided by the total approved maintenance budget)x100}}	% of the sport and recreation maintenance budget spent by 30 June 2019 {{Actual expenditure on maintenance divided by the total approved maintenance budget)x100}}	20%	30%	40%	60%	2
TL16	Basic Service Delivery	90% of water samples taken comply with SANS241 micro biological indicators {{Number of water samples that comply with SANS241 indicators/Number of water samples tested)x100}}	% of water samples compliant	90%	90%	90%	90%	2
TL17	Basic Service Delivery	Revive the Disaster Management Committee with all internal and external stakeholders by 30 September 2018	Disaster Management Committee revived by 30 September 2018	1	0	0	0	1
TL18	Basic Service Delivery	Facilitate the meetings of the Disaster Management Committee	Number of meetings facilitated	0	1	1	1	1
TL19	Basic Service Delivery	Develop Disaster Contingency plans for fires, storms, water and dam safety and submit to Council by 31 December 2018	Number of contingency plans developed and submitted to Council by 31 December 2018	0	4	0	0	1
TL20	Basic Service Delivery	Establishing a Commonage Committee in terms of the Municipal Commonage Policy by 31 December 2018	Commonage Committee established by 31 December 2018	0	1	0	0	2
TL21	Basic Service Delivery	Facilitate the meetings of the Commonage Committee	Number of meetings facilitated	0	0	1	1	2
TL22	Basic Service Delivery	Review the Commonage Policy especially with regard to the composition of the Commonage Committee and submit to Council by 30 September 2018	Commonage policy reviewed and submitted to Council by 30 September 2018	1	0	0	0	1

John
John
John

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Targets				Weight
				Q1	Q2	Q3	Q4	
TL23	Basic Service Delivery	Submit an application to MLG for the landfill site project by 30 September 2018	Application submitted to MLG by 30 September 2018	1	0	0	0	1
TL24	Basic Service Delivery	Develop a maintenance plan for dams that include quarterly, monthly and weekly actions and submit to MM by 30 September 2018 for sign-off	Maintenance plan develop and submitted to MM by 30 September 2018	1	0	0	0	1
TL25	Basic Service Delivery	Establish a Sport Committees per town by 30 September 2018	Number of Sport Committees established by 30 September 2018	3	0	0	0	1
TL29	Local Economic Development	Create temporary jobs opportunities in terms of EPWMP by 30 June 2019	Number of job opportunities created by 30 June 2019	0	10	20	30	2
TL30	Local Economic Development	Investigate the possibility of private investment for the management of the nature garden and submit report with recommendations to Council by 31 December 2018	Report submitted to Council by 31 December 2018	0	1	0	0	1
TL31	Local Economic Development	Investigate the options for the management of the caravan park and submit report with recommendations to Council by 31 December 2018	Report submitted to Council by 31 December 2018	0	1	0	0	1
TL40	Municipal Transformation and Institutional Development	Develop a maintenance plan for all municipal assets that include quarterly, monthly and weekly actions for all municipal assets and submit to MM by 31 March 2019 for sign-off	Maintenance plan develop and submitted to MM by 31 March 2019	0	0	1	0	1
TL41	Basic Service Delivery	Develop a maintenance plan for water, roads and electricity that include quarterly, monthly and weekly actions and submit to MM by 31 March 2019 for sign-off	Maintenance plan develop and submitted to MM by 31 March 2019	0	0	1	0	1
TL60	Basic Service Delivery	Spend 90% of the total amount budgeted to install bulk water supply from Saalpoort to Vanwykswil by 30 June 2019 {((total actual expenditure for the project/total amount budgeted for the project)x100)}	% of budget spent {((Total actual expenditure for the project/Total amount budgeted for the project)x100)}	10%	30%	60%	90%	2
TL61	Basic Service Delivery	Spend 90% of the total amount budgeted to upgrade the water network in Vosburg by 30 June 2019 {((Total actual expenditure for the project/Total amount budgeted for the project)x100)}	% of budget spent {((Total actual expenditure for the project/Total amount budgeted for the project)x100)}	10%	30%	60%	90%	2

John
Chairman

Annexure A **2018/19**

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Targets				Weight
				Q1	Q2	Q3	Q4	
		Project/Total amount budgeted for the project(x100)						
TL62	Basic Service Delivery	Spend 90% of the total amount budgeted to upgrade the electricity network in Klaaskiesdorp by 30 June 2019 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	10%	30%	60%	90%	2
TL63	Basic Service Delivery	Spend 90% of the total amount budgeted to pave streets in Bonteheuwel by 30 June 2019 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	10%	30%	60%	90%	2
TL64	Basic Service Delivery	Spend 90% of the total amount budgeted for water connections in Bonteheuwel by 30 June 2019 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	10%	30%	60%	90%	1
TL65	Basic Service Delivery	Spend 90% of the total amount budgeted for the drilling of boreholes by 30 June 2019 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	10%	30%	60%	90%	2
TL66	Basic Service Delivery	Spend 90% of the total amount budgeted to upgrade streets in Vanwyksvlei by 30 June 2019 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	10%	30%	60%	90%	2
D112	Good Governance and Public Participation	Respond to all written complaints received within the Department within 7 days of receipt	% responded to within 7 days	90%	90%	90%	90%	2
D113	Good Governance and Public Participation	Submit quarterly report on progress made with the implementation of council decisions applicable to the Department to the MM	Number of reports submitted	1	1	1	1	1
D114	Basic Service Delivery	Submit MIG progress reports (Technical Section) as required by the Provincial Department of Local Government before the 10th working day of the month	Number of MIG progress reports submitted to the Provincial Department of Local Government before the 10th working day of the month	3	3	3	3	2

Annexure A **2018/19**

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Targets				Weight
				Q1	Q2	Q3	Q4	
D115	Municipal Transformation and Institutional Development	Visit Van Wyksvlei and Vosburg offices at least once per quarter	Number of visits	2	2	2	2	2
D116	Basic Service Delivery	Submit a Business Plan for the Storm Water Master Plan by 31 March 2019	Business Plan submitted	0	0	1	0	1
D117	Basic Service Delivery	Submit a Business Plan for the Water Master Plan by 31 March 2019	Business Plan submitted	0	0	1	0	1
D118	Basic Service Delivery	Submit a Business Plan for the Electricity Master Plan by 31 March 2019	Business Plan submitted	0	0	1	0	1
D119	Basic Service Delivery	Spend 100% of capital grants by 30 June 2019 {Total actual expenditure / Total amount budgeted} x100}	% capital grants spent	0	0	0	100%	2
D120	Basic Service Delivery	Report monthly to the MM on the reparation of potholes, implementation of the dams maintenance plan and graveyard maintenance plan	Number of reports submitted	3	3	3	3	1
D121	Basic Service Delivery	Complete the measuring of even in Kareeberg by 30 June 2019	Project completed	0	0	0	1	1
D122	Municipal Transformation and Institutional Development	Conduct bi-monthly meetings with managers/supervisors reporting directly to the Chief Operational Manager	Number of meetings conducted	1	2	1	2	2
D123	Municipal Transformation and Institutional Development	Conduct quarterly meetings with all personnel in the directorate	Number of meetings conducted	3	3	3	3	2
D124	Basic Service Delivery	Compile a procurement plan that included timeframes for each capital project annually and submit with draft budget to Council by 30 March 2019	Procurement plan submitted to Council	0	0	1	0	2
D125	Basic Service Delivery	Develop a maintenance plan for graveyards that include quarterly, monthly actions and submit to the MM by 30 September 2018	Maintenance plan develop and submitted to the MM	1	0	1	0	1
D126	Basic Service Delivery	Develop and distribute a communication pamphlet to clarify the rolls between municipality and user regarding sewerage blockages (news letter "Knock and drop") 31 January 2019	Pamphlet developed and distributed	0	0	1	0	2

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Annexure A **2018/19**

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Targets			Weight
				Q1	Q2	Q3	
D127	Basic Service Delivery	Develop and distribute a communication pamphlet to clarify the roles between municipality and user regarding meter readings (newsletter "Knock and drop") by 31 January 2019	Pamphlet developed and distributed	0	0	1	0
D128	Basic Service Delivery	Develop program for quarterly investigation of meters that are faulty and monthly consumption by 30 September 2018	Program developed annually	1	0	0	1
D129	Basic Service Delivery	Submit quarterly reports on the implementation of the program to investigation meters to the MM	Number of reports submitted	0	1	1	1
D130	Basic Service Delivery	Place an article on stray animals in external newspaper (Korbeleif) to obtain input from community by 30 November 2018	Article placed in external newspaper	0	1	0	2
D131	Municipal Transformation and Institutional Development	Submit quarterly reports to the MM on the progress made with the implementation with Audit Action plan	Number of reports submitted	0	0	1	1
D132	Municipal Transformation and Institutional Development	Submit monthly reports to the MM	Number of reports submitted	3	3	3	1
				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 COMPETENCIES		
Strategic direction and leadership	<p>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes:</p> <ul style="list-style-type: none"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	1.67
People management	<p>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes:</p> <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	<p>Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes:</p> <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	<p>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:</p> <ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery 	1.67
Change leadership	<p>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:</p> <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 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	

The image shows three handwritten signatures in black ink. From left to right: a signature of a woman, a signature of a man, and a signature of another woman. The signatures are fluid and unique to each individual.

Personal Development Plan

Mr. J. A.

Annexure C 2018/19

Skills Performance Gap	Outcomes Expected	Suggested training and/or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.						
2.						
3.						

Signed and accepted by the Employee

Alan Silcock

Date: 19/7/18

Signed by the Municipal Manager on behalf of the Municipality

Anneke Muller
Date: 19/7/2018

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CJG

Performance Plan
(As revised with the adjustment of the Top Layer SDBIP: Feb 2019)

Chief Operational 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	Q1	Q2	Targets	Q3	Q4	Weight
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Waste Management	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	90%	1
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Water Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	90%	1
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Electricity	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	90%	1
TL9	Basic Service Delivery	Limit % electricity unaccounted for to 20% by 30 June 2019 [(Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased) x 100]	% Electricity unaccounted for (Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased) x 100]	0	20%	0	0	20%	3
TL10	Basic Service Delivery	Limit % water unaccounted for to 30% by 30 June 2019 [(Number of Kilolitres Water Purchased or Purified or extracted - Number of Kilolitres Water Sold) / (Number of Kilolitres Water Purchased or Purified or extracted) x 100]	% Water unaccounted for (Number of Kilolitres Water Purchased or Purified or extracted - Number of Kilolitres Water Sold) / (Number of Kilolitres Water Purchased or Purified or extracted) x 100]	0	30%	0	0	30%	2
TL11	Basic Service Delivery	Spend 60% of the electricity maintenance budget by 30 June 2019 {[Actual expenditure on maintenance divided by the total approved maintenance budget]x100}	% of the electricity maintenance budget spent by 30 June 2019 {[Actual expenditure on maintenance divided by the total approved maintenance budget]x100}	20%	30%	40%	40%	60%	4
TL12	Basic Service Delivery	Spend 60% of the roads and stormwater maintenance budget by 30 June 2019 {[Actual expenditure on maintenance divided by the total approved maintenance budget]x100}	% of the roads and stormwater maintenance budget spent by 30 June 2019 {[Actual expenditure on maintenance divided by the total approved maintenance budget]x100}	20%	30%	40%	40%	60%	3
TL13	Basic Service Delivery	Spend 60% of the sewerage maintenance budget by 30 June 2019 {[Actual expenditure on maintenance]	% of the sewerage maintenance budget spent by 30 June 2019 {[Actual expenditure on maintenance]	20%	30%	40%	40%	60%	3

Annexure A

2018/19

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Targets				Weight
				Q1	Q2	Q3	Q4	
		divided by the total approved maintenance budget)x100)	by the total approved maintenance budget)x100}					
TL14	Basic Service Delivery	Spend 60% of the water maintenance budget by 30 June 2019 {{Actual expenditure on maintenance divided by the total approved maintenance budget)x100}}	% of the water maintenance budget spent by 30 June 2019 {{(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}}	20%	30%	40%	60%	3
TL15	Basic Service Delivery	Spend 60% of the sport and recreation maintenance budget by 30 June 2019 {{Actual expenditure on maintenance divided by the total approved maintenance budget)x100}}	% of the sport and recreation maintenance budget spent by 30 June 2019 {{(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}}	20%	30%	40%	60%	4
TL16	Basic Service Delivery	90% of water samples taken comply with SANS241 micro biological indicators {{(Number of water samples that comply with SANS241 indicators/Number of water samples tested)x100}}	% of water samples compliant	90%	90%	90%	90%	4
TL29	Local Economic Development	Create temporary jobs opportunities in terms of EPWP by 30 June 2019	Number of job opportunities created by 30 June 2019	0	0	0	30	4
TL61	Basic Service Delivery	Spend 90% of the total amount budgeted to upgrade the water network in Vosburg by 30 June 2019 {{(Total actual expenditure for the project/ Total amount budgeted for the project)x100}}	% of budget spent {{(Total actual expenditure for the project/Total amount budgeted for the project)x100}}	10%	30%	60%	90%	4
TL62	Basic Service Delivery	Spend 90% of the total amount budgeted to upgrade the electricity network in Klokkiesdorp by 30 June 2019 {{(Total actual expenditure for the project/ Total amount budgeted for the project)x100}}	% of budget spent {{(Total actual expenditure for the project/Total amount budgeted for the project)x100}}	10%	30%	60%	90%	4
TL63	Basic Service Delivery	Spend 90% of the total amount budgeted to pave streets in Bontheuwel by 30 June 2019 {{(Total actual expenditure for the project/ Total amount budgeted for the project)x100}}	% of budget spent {{(Total actual expenditure for the project/Total amount budgeted for the project)x100}}	10%	30%	60%	90%	4
TL64	Basic Service Delivery	Spend 90% of the total amount budgeted for sewerage connections in De Built by 30 June 2019 {{(Total actual expenditure for the project/ Total amount budgeted for the project)x100}}	% of budget spent {{(Total actual expenditure for the project/Total amount budgeted for the project)x100}}	10%	30%	60%	90%	4

Annexure A

2018/19

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Q1	Q2	Q3	Q4	Weight
Tl65	Basic Service Delivery	Spend 90% of the total amount budgeted for the drilling of boreholes by 30 June 2019 ({Total actual expenditure for the project}/{Total amount budgeted for the project})x100}	% of budget spent ({Total actual expenditure for the project}/{Total amount budgeted for the project})x100}	10%	30%	60%	90%	4
Tl66	Basic Service Delivery	Spend 90% of the total amount budgeted to upgrade streets in Vanwyksvlei by 30 June 2019 ({Total actual expenditure for the project}/{Total amount budgeted for the project})x100}	% of budget spent ({Total actual expenditure for the project}/{Total amount budgeted for the project})x100}	10%	30%	60%	90%	4
D112	Good Governance and Public Participation	Respond to all written complaints received within the Department within 7 days of receipt	% responded to within 7 days	90%	90%	90%	90%	1
D113	Good Governance and Public Participation	Submit quarterly report on progress made with the implementation of council decisions applicable to the Department to the MM	Number of reports submitted	1	1	1	1	1
D114	Basic Service Delivery	Submit MIG progress reports (Technical Section) as required by the Provincial Department of Local Government before the 10th working day of the month	Number of MIG progress reports submitted to the Provincial Department of Local Government before the 10th working day of the month	3	3	3	3	2
D115	Municipal Transformation and Institutional Development	Visit Van Wyksvlei and Vosburg offices at least once per quarter	Number of visits	2	2	2	2	1
D116	Basic Service Delivery	Submit a Business Plan for the Storm Water Master Plan by 31 March 2019	Business Plan submitted	0	0	1	0	1
D117	Basic Service Delivery	Submit a Business Plan for the Water Master Plan by 31 March 2019	Business Plan submitted	0	0	1	0	1
D118	Basic Service Delivery	Submit a Business Plan for the Electricity Master Plan by 31 March 2019	Business Plan submitted	0	0	1	0	1
D119	Basic Service Delivery	Spend 100% of capital grants by 30 June 2019 ({Total actual expenditure}/{Total amount budgeted})x100}	% capital grants spent	0	0	0	100%	3
D120	Basic Service Delivery	Report monthly to the MM on the reparation of potholes, implementation	Number of reports submitted	3	3	3	3	1

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Annexure A

2018/19

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Targets				Weight
				Q1	Q2	Q3	Q4	
D122	Municipal Transformation and Institutional Development	of the dams maintenance plan and graveyard maintenance plan						
		Conduct bi-monthly meetings with managers/supervisors reporting directly to the Chief Operational Manager	Number of meetings conducted	1	2	1	2	3
D123	Municipal Transformation and Institutional Development	Conduct quarterly meetings with all personnel in the directorate	Number of meetings conducted	3	3	3	3	3
D132	Municipal Transformation and Institutional Development	Submit monthly reports to the MM	Number of reports submitted	3	3	3	3	3
D151	Basic Service Delivery	Submit an application to MiG for the landfill site project by 30 September 2018	Application submitted to MiG by 30 September 2018	1	0	0	0	1
D158	Basic Service Delivery	Develop a maintenance plan for water, roads and electricity that include quarterly, monthly and weekly actions and submit to MM by 30 June 2019 for sign-off	Maintenance plan develop and submitted to MM by 30 June 2019	0	0	0	1	1
TOTAL							80	

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COMPETENCIES

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Competency	Definition	Weight
LEADING COPETENCIES		
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Programme and project management	<p>Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes:</p> <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	<p>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:</p> <ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery 	1.67
Change leadership	<p>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:</p> <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		
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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 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	

