



Setsoto Local Municipality Performance Agreement

Organisation	Setsoto Local Municipality	Employee Name	Rankhotho Simon Tshepiso Ramakarane
Department	All	Post Title	Municipal Manager
Division	All	Post Identification Number	Section 54A
Section	All	Post Level	Accounting Officer
Line Manager	Executive Mayor	Cell Phone Number	829062015
Performance Period	01 July 2021 to 30 June 2022		

2. Purpose

The purpose of this Agreement is to:

- (a) Comply with the provision of section 24 (1)-(4) of the Local Government: Municipal Systems Act, 32 of 2000, as amended, as well as the Contract of Employment entered into between the parties;
- (b) Communicate the Employer's performance expectations and accountabilities to the Employee by specifying objectives and targets as defined in the Integrated Development Plan, Service Delivery and Budget Implementation Plan and Budget of the Municipality;
- (c) Specify accountabilities as set out in the Performance Plan, which must be in a format substantially compliant with Annexure "A" ;
- (d) Monitor and measure performance against set targeted outcomes, outputs, activities, tasks and sub-tasks;
- (e) Use the Agreement and Performance Plan as a basis for assessing the performance of the employee and establish whether the Employee has met the performance expectations applicable to the position; and
- (f) Appropriately reward the Employee in accordance with the Employer's Performance Management Policy in the event of outstanding performance.

3. Commencement and Duration

- 3.1 This Agreement will commence on the 01 July 2021 and will remain in force until 30 June 2022, whereafter a new Performance Agreement will be concluded. Performance Agreement and personal Development Plan must be concluded between the parties for each of the following financial years or any portion thereof for the duration of Contract of Employment.
- 3.2 This Agreement will terminate on termination of the Employee's employment for any reason whatsoever.
- 3.3 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.4 If at any time during the validity of this Agreement the work environment alters, whether as a result of government of council decision or otherwise, to the extent that the contents of this Agreement are no longer appropriate, the contents must immediately be revised.
- 3.5 Any significant amendments or deviation must take cognisance of the requirement of sections 34 and 42 of the Local Government: Municipal Systems Act, 32 of 2000, as amended and regulation 4(5) of the Regulations regarding the sections 54A and 56 of the Act.

4. Performance Objectives

4.1 The Performance Agreement must set out the-

- (a) performance objectives and targets that must be met by the Employee; and
- (b) the timeframes within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in the Performance Agreement must-

- (a) be set by the Employer in consultation with the Employee;
- (b) be based on the Integrated Development Plan and Budget of the Employer; and
- (c) include key determined objectives, performance indicators, targets, timeframes and weightings.

4.3 It is agreed that-

- (a) the determined objectives must describe the main tasks that must be performed by the Employee;
- (b) the key performance indicators provide the details of evidence that must be provided to indicate that a determined objective has been achieved;
- (c) the targets describe the qualitative and quantitative work to be achieved;
- (d) the timeframes describe the dates in which the work must be achieved; and
- (e) the weightings indicate the relative importance of the determined 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 Employer's Integrated Development Plan and Service Delivery and Budget Implementation Plan.

5. Performance Management System

5.1 The Employee agrees to participate in the Performance management Systems that the Employer adopts or introduces for the municipality, and accepts that the purpose of the Performance Management System is to provide a comprehensive system, with specific performance standards, to assist the municipality to perform to the standards required.

5.2 The Employer must consult the Employee about specific performance standards that are included in the Performance Management System that are applicable to the Employee.

5.3 The Employee undertakes to actively focus on the promotion and implementation of Key Performance Areas, including special projects relevant to the Employee's responsibilities, within local government framework.

5.4 The Employee must be assessed on his or her performance in terms of performance indicators identified in the performance Plan, annexed hereto as Annexure "A" and include.

- (a) the Key Performance Areas; and
- (b) Core Managerial Competencies, with a weighting of 80-20 allocated to sub-clause (a) and (b) respectively.

6. Evaluating Performance

6.1 The Performance Plan, included hereto as Annexure "A", must set out;

- (a) standards and procedures for evaluating the Employee's performance; and
- (b) intervals for 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 during the validity of the Contract of Employment.
6.3 Personal growth and development needs identified during any performance review discussions, as well as the actions and timeframes agreed to, must be documented in the Personal Development Plan, which must be in the format substantially compliant with Annexure "D"
6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies contemplated in the Employer's Integrated Development Plan.
6.5 The annual performance appraisal must involve-
(a) an assessment of achievement of results as outlined in the performance plan;
(b) an assessment of each Key Performance Area 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;
(c) a rating on five-point scale for each Performance Area; and
(d) the use of the applicable assessment rating calculator to add the scores and calculate a final Key Performance Area Score.
6.6 The Core Managerial Criteria must be addressed-
(a) according to the extent to which the specified standards have been met;
(b) with indicative rating on a five-point scale for each criteria; and
(c) by using the applicable assessment rating calculator to add the score and calculating the final Core Managerial Competency score.
6.7 An overall rating is calculated by using the applicable assessment rating calculator, which represent the outcome of the performance appraisal provided that the performance assessment of the Employee will be based on the rating scale of both the Key Performance Areas and Core Management Criteria contain in Annexure "B"
6.8 Each Performance Indicator (outputs and Core Competency Requirements) will be rated according to the five-point scale. The score for each Key performance Indicator is calculated as follows: $\text{Weight per indicator} \times \text{Rate}/3$ (Weight per Indicator divided by Three). The Sum of respectively all the output Key Performance Indicators score and all Core Competency requirements Key Performance Indicators scores is converted to 80% and 20%. The sum of these two scores is used for calculating the performance bonuses as per clause 11.2 below.
6.9 For the purpose of evaluating the annual performance of the Municipal Manager, an evaluation Panel consisted of the following persons must be established-
(i) The Executive Mayor;
(ii) Chairperson of the Audit and Performance Audit Committee;
(iii) Member of the Mayoral Committee;
(iv) Mayor/Municipal Manager from another municipality; and
(v) Member of a Ward Committee as nominated by the Executive Mayor.
6.9.1 For the purpose of evaluating the annual performance of the Manager directly accountable to the Municipal Manager, an evaluation Panel consisted of the following persons must be established-
(i) The Municipal Manager
(ii) Chairperson of the Audit and Performance Audit Committee;
(iii) Member of the Mayoral Committee; and
(iv) Municipal Manager from another municipality.
6.9.2 For the purpose of evaluating the annual performance of all other permanent Employees, an evaluation Panel consisted as per the approved Employee Performance Appraisal System must be established-
7. Schedule for Performance Reviews
7.1 The performance of each Employee in relation to his or her Performance Agreement must be reviewed during-
(a) July to September for the First Quarter-October 2021;
(b) October to December for the Second Quarter-January 2022;
(c) January to March for the Third Quarter-April 2022 and
(d) April to June for the Fourth Quarter-July 2022.
Reviews in the first and third quarters may be verbal if performance is satisfactorily.
7.2 The responsibility for rescheduling a cancelled coaching session will be with the individual who requested the rescheduling.
7.3 the fourth quarter coaching is followed up by a review which may be conducted concurrently with the coaching session.
7.4 The Employer must keep a record of mid-year review and the annual assessment meetings, and feedback must be based on the Employer's assessment of the Employee's performance.
7.5 The Employer will be entitled to review and make reasonable changes to the provision of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before such change is made.
7.6 The Employer may amend the provisions of the Performance Plan whenever the Performance Management System is adopted, implemented or amended, provided that the Employee must be consulted before such change is made.
8. Developmental Requirements
8.1 The Personal Development Plan, Annexure "D" for addressing developmental gaps will be provided when required.
9. Obligation to the Employer
9.1 The Employer shall-
(a) create an enabling environment to facilitate effective performance by the Employee;
(b) provide access to skills development and capacity building opportunities;
(c) work collaboratively with Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
(d) on request of the Employee delegate such powers reasonably required by the Employee to enable him or her to meet the performance objectives and targets established in terms of this Agreement; and
(e) make available to the Employee such resources as the Employee may reasonably require from time to time to assist him or her to meet the performance objectives and targets established in terms of this Agreement.
10. Consultation
10.1 The Employer agrees to consult the Employees timeously where the exercising of the powers will have amongst others-
(a) a direct effect on the performance of any of the Employee's function;
(b) commit the Employee to implement or give effect to a decision made by Employer; and
(c) a substantial financial effect on the Employer.

11. Management of Evaluation Outcomes			
11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.			
11.2 A performance bonus of between 5% and 14% of all inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:			
Score		Performance Rating	Bonus Amount
5	Score above 150%	Outstanding Performance	10%-14% OF Total Package
4	Score Above 130%-149%	Significantly above Expectation	5%-9% of the Total Package
3	Score of 100%-129%	Fully Effective	0%
2	Below 100%	Not fully Effective and Unacceptable Performance	No Bonus but remedial action Required
11.3 In case of unacceptable performance, the Employer shall-			
(a) provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and			
(b) after appropriate performance counselling and having provided the necessary guidance 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 his or her duties.			
12. Dispute Resolutions			
12.1 Any dispute 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-			
(a) in case of the Municipal Manager, the MEC for local government in the province within thirty (30) days of receipt of formal dispute by the Employer, or any other person designated by the MEC;			
(b) in case of managers directly accountable to the municipal manager, a member of the municipal council, provided such member was not part of the evaluation panel provided for in subregulation 27 (4) (e), within thirty (30) days of receipt of a formal dispute from the Employee; and			
(c) in case of all other permanent Employees, in terms of the approved Employee Performance Appraisal System of the municipality.			
whose decision shall be final and binding on both parties			
12.2 In the event that the mediation process contemplated in clause 12.1 (a) and (b) respectively fails, clause 15 of the Contract of Employment shall apply.			
13. General			
13.1 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.			
13.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Employer in terms of his or her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.			
13.3 The performance assessment results must be submitted to the Mayoral Committee of Setsoto Local Municipality within thirty (30) days after conclusion of the assessment.			

ANNEXURE A: PERFORMANCE PLAN

SECTION 1: KEY PERFORMANCE AREA (SDBIP)

NATIONAL OUTCOMES		An Efficient, Effective and Development Oriented Public Service and an Empowered, Fair and Inclusive Citizenship										
NATIONAL DEVELOPMENT PLAN CHAPTERS		Economic Infrastructure										
FREE STATE GROWTH AND DEVELOPMENT STRATEGIES		Effective and Efficient Governance and Administration										
IDP REFERENCE		Basic Services										
STRATEGIC GOAL		To Provide Strategic Leadership To The Strategic Operational Activities Of The Municipality										
KEY PERFORMANCE AREA (KPA)		Basic Services										
Planning Level	Predetermined Objectives	Indicator	Evidence	Type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Weighting
Activity 1.1	Supporting the delivery of municipal services to the right quality and standards	Percentage of households with access to electricity	Reports from electricity division	Target	Percentage	94%	100%	100%	100%	100%	100%	5%
				Budget	Rand		5 946 842	5 946 842	5 946 842	5 946 842	5 946 842	
Activity 1.2	Supporting the delivery of municipal services to the right quality and standards	Percentage of households with access to refuse removal	Reports from waste management division	Target	Percentage	91%	91%	91%	91%	91%	91%	5%
				Budget	Rand		5 946 842	5 946 842	5 946 842	5 946 842	5 946 842	
Activity 1.3	Supporting the delivery of municipal services to the right quality and standards	Number of sport facilities utilised	Reports from local economic development, tourism, sport and recreational division, job cards	Target	Number	New Indicator	5	5	5	5	5	5%
				Budget	Rand	Number	5 946 842	5 946 842	5 946 842	5 946 842	5 946 842	
Activity 1.4	Supporting the delivery of municipal services to the right quality and standards	Number of community halls utilised	Reports, job cards	Target	Number	New Indicator	8	8	8	8	8	5%
				Budget	Rand		5 946 842	5 946 842	5 946 842	5 946 842	5 946 842	
Activity 1.5	Supporting the delivery of municipal services to the right quality and standards	Percentage of fire incidents attended to within the required time	Reports, job cards	Target	Number	100%	100%	100%	100%	100%	100%	5%
				Budget	Rand		5 946 842	5 946 842	5 946 842	5 946 842	5 946 842	
Activity 1.6	Supporting the delivery of municipal services to the right quality and standards	Kilometers of road surface graded	Reports, job cards	Target	Kilometers	New Indicator	40	10	20	30	40	5%
				Budget	Rand		5 946 842	5 946 842	5 946 842	5 946 842	5 946 842	
Activity 1.7	Supporting the delivery of municipal services to the	Percentage reported potholes complaints	Reports, job cards	Target	Percentage	New Indicator	100%	100%	100%	100%	100%	5%

	right quality and standards	resolved within standard municipal response time		Budget	Rand		5 946 842	5 946 842	5 946 842	5 946 842	5 946 842	
Activity 1.8	Supporting the delivery of municipal services to the right quality and standards	Kilometers of new municipal road lanes built	Reports, job cards	Target	Kilometers	New Indicator	40	10	20	30	40	5%
				Budget	Rand		5 946 842	5 946 842	5 946 842	5 946 842	5 946 842	
Activity 1.9	Supporting the delivery of municipal services to the right quality and standards	Percentage of households with access to basic sanitation	Reports from water and sanitation-operations and maintenance division	Target	Percentage	74.40%	100%	100%	100%	100%	100%	5%
				Budget	Rand		5 946 842	5 946 842	5 946 842	5 946 842	5 946 842	
Activity 1.10	Supporting the delivery of municipal services to the right quality and standards	Percentage of callouts responded to within 24 hours for sanitation	Complaints register, reports and job cards	Target	Percentage	New Indicator	100%	100%	100%	100%	100%	5%
				Budget	Rand		5 946 842	5 946 842	5 946 842	5 946 842	5 946 842	
Activity 1.11	Supporting the delivery of municipal services to the right quality and standards	Percentage green drop compliance	Reports from water and sanitation-bulk services division	Target	Percentage	New Indicator	0%	30%	30%	30%	30%	5%
				Budget	Rand		5 946 842	5 946 842	5 946 842	5 946 842	5 946 842	
Activity 1.12	Supporting the delivery of municipal services to the right quality and standards	Percentage of households with access to basic water supply	Reports from water and sanitation-operations and maintenance division	Target	Percentage	80.46%	100%	100%	100%	100%	100%	5%
				Budget	Rand		5 946 842	5 946 842	5 946 842	5 946 842	5 946 842	
Activity 1.13	Supporting the delivery of municipal services to the right quality and standards	Percentage of callouts responded to within 24 hours for water	Reports from water and sanitation-operations and maintenance division	Target	Percentage	100%	100%	100%	100%	100%	100%	5%
				Budget	Rand		5 946 842	5 946 842	5 946 842	5 946 842	5 946 842	
Activity 1.14	Supporting the delivery of municipal services to the right quality and standards	Percentage of callouts on unplanned water services interruption responded to within 24 hours	Complaints register, reports and job cards	Target	Percentage	New Indicator	100%	100%	100%	100%	100%	5%
				Budget	Rand		5 946 842	5 946 842	5 946 842	5 946 842	5 946 842	
Activity 1.15	Supporting the delivery of municipal services to the right quality and standards	Percentage blue drop compliance	Report from water and sanitation-bulk water services division	Target	Percentage	New Indicator	1	1	1	1	1	5%
				Budget	Rand		5 946 842	5 946 842	5 946 842	5 946 842	5 946 842	
Activity 1.16	Supporting the delivery of municipal services to the right quality and standards	Percentage of electricity losses	Reports from electricity division	Target	Percentage	12.50%	0	0	0	0	0	10%
				Budget	Rand		5 946 842	5 946 842	5 946 842	5 946 842	5 946 842	
Activity 1.17	Supporting the delivery of municipal services to the right quality and standards	Percentage of water losses	Reports from water and sanitation-operations and maintenance services divisions	Target	Percentage	32.38%	0	0	0	0	0	5%
				Budget	Rand		5 946 842	5 946 842	5 946 842	5 946 842	5 946 842	
Activity 1.18	Supporting the delivery of municipal services to the right quality and standards	Percentage of total water connections metered	Reports from water and sanitation-operations and maintenance services divisions	Target	Percentage	New Indicator	100%	100%	100%	100%	100%	5%
				Budget	Rand		5 946 842	5 946 842	5 946 842	5 946 842	5 946 842	5%
Total				Number of Targets		18	18	18	18	18	18	
Total				Total Budget			107 043 156	107 043 156	107 043 156	107 043 156	107 043 156	
TOTAL KPA/SDBIP WEIGHTINGS (Must add up to 100%)												100%

SECTION 1: KEY PERFORMANCE AREA (SDBIP)

NATIONAL OUTCOMES		3. Infrastructure is poorly located, inadequate and under-maintained										
NATIONAL DEVELOPMENT PLAN CHAPTERS		3. All people in South Africa										
FREE STATE GROWTH AND DEVELOPMENT STRATEGIES		2. Supporting the delivery of municipal services to the high standards										
IDP REFERENCE		Local Economic Development										
Predetermined Objective		Creating a conducive environment for local economic development										
STRATEGIC GOAL		Providing effective community services and promotion of local economy										
KEY PERFORMANCE AREA (KPA)		Local Economic Development										
Planning Level	Predetermined Objectives	Indicator	Evidence	Type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Weighting
Activity 1.1	Creating a conducive environment for local economic development	Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area	Procurement reports from supply chain management division, expenditure reports from expenditure management division and C-Schedules	Target	Percentage	0%	5%	5%	5%	5%	5%	10%
				Budget	Rand		225 125	225 125	225 125	225 125	225 125	
Activity 1.2	Creating a conducive environment for local	Percentage of total municipal budget caoex	Procurement reports from supply chain	Target	Percentage	0%	30%	30%	30%	30%	30%	20%

	economic development	expenditure spent on contracted services physically residing within the municipal area	management division, expenditure reports from expenditure management division and C-Schedules	Budget	Rand	225 125	225 125	225 125	225 125	225 125		
Activity 1.3	Creating a conducive environment for local economic development	Number of work opportunities created through public employment programmes, including extended public works programmes, community works programmes, and other related employment programmes	Extended Public Works Programmes Reports, Community Works Programmes Reports and other related employment programmes reports	Target	Number	1 473	1 500	375	750	1 125	1 500	10%
				Budget	Rand		225 125	225 125	225 125	225 125	225 125	
Activity 1.4	Creating a conducive environment for local economic development	Percentage of the municipality's operating budget spent on indigent relief for free basic services	Revenue Management reports and C-Schedules	Target	Percentage	2%	2%	2%	2%	2%	2%	20.0%
				Budget	Rand		225 125	225 125	225 125	225 125	225 125	
Activity 1.5	Creating a conducive environment for local economic development	Percentage of business license applications and permits processed and approved within the required timeframe	Business application forms and reports	Target	Percentage	180%	100%	100%	100%	100%	100%	10%
				Budget	Rand		225 125	225 125	225 125	225 125	225 125	
Activity 1.6	Creating a conducive environment for local economic development	Average number of days from point of advertising to the letter of award per 80/202 procurement process	Advertisements and appointment letters	Target	Day	New Indicator	90	90	90	90	90	10%
				Budget	Rand		225 125	225 125	225 125	225 125	225 125	
Activity 1.7	Creating a conducive environment for local economic development	Percentage of municipal payments made to service providers who submitted complete forms within 30 days of invoice submission	Creditor's Reconciliation Register	Target	Percentage	44%	65%	65%	65%	65%	65%	20%
				Budget	Rand		225 125	225 125	225 125	225 125	225 125	
Total				Number of targets		7	7	7	7	7	7	
Total				Total Budget			1 801 000	1 801 000	1 801 000	1 801 000	1 801 000	
TOTAL KPA/SDBIP WEIGHTINGS (Must add up to 100%)												100%

SECTION 1: KEY PERFORMANCE AREA (SDBIP)												
NATIONAL DEVELOPMENT PLAN CHAPTERS		9. South Africa remains a divided society										
NATIONAL OUTCOMES		9. A responsive, accountable, effective and efficient local government system										
BACK TO BASIC PRINCIPLES		5. Building institutional resilience and administrative capability										
FREE STATE GROWTH AND		6. Good Governance										
PREDETERMINED OBJECTIVES		Building institutional resilience and administrative capability										
KEY PERFORMANCE AREA (KPA)		Institutional Capacity										
Planning Level	Predetermined Objectives Statement	Indicator	Evidence	Type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Weighting
Activity 1.1	Building institutional resilience and administrative capability	Percentage skills development levy against the municipal operating expenditure	Workplace Skills Plan Report and CSchedule	Target	Percentage	0.08%	1%	1%	1%	1%	1%	40%
				Budget	Rand		492 570	492 570	492 570	492 570	492 570	
Activity 1.2	Building institutional resilience and administrative capability	Number of days taken to fill vacant posts	Advertisements and appointment letters	Target	Days	251	60	60	60	60	60	30%
				Budget	Rand		492 570	492 570	492 570	492 570	492 570	
Activity 1.3	Building institutional resilience and administrative capability	Percentage of vacant posts filled within three months	Advertisements and appointment letters	Target	Percentage	100%	100%	100%	100%	100%	100%	30%
				Budget	Rand		492 570	492 570	492 570	492 570	492 570	
Total				Number of targets		3	3	3	3	3	3	
Total				Total Budget			1 970 280	1 970 280	1 970 280	1 970 280	1 970 280	
TOTAL KPA/SDBIP WEIGHTINGS (Must add up to 100%)												100%

SECTION 1: KEY PERFORMANCE AREA (SDBIP)	
NATIONAL DEVELOPMENT PLAN	5. The economy is unstable (resource intensive)
NATIONAL OUTCOMES	9. A responsive, accountable, effective and efficient local government system
BACK TO BASIC PRINCIPLES	4. Ensuring sound financial management and accounting
FREE STATE GROWTH AND	6. Good Governance
PREDETERMINED OBJECTIVES	Ensuring sound financial management and accounting

KEY PERFORMANCE AREA (KPA)		Financial Management										
Planning Level	Predetermined Objectives Statement	Indicator	Evidence	Type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Weighting
Activity 1.1	Ensuring sound financial management and accounting	Percentage capital expenditure to total expenditure	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Percentage	New Indicator	20%	20%	20%	20%	20%	4%
				Budget	Rand			905 550	905 550	905 550	905 550	
Activity 1.2	Ensuring sound financial management and accounting	Percentage of impairment of property, plant, and equipment, investment property and intangible assets (carrying value)	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Percentage	New Indicator	0%	0%	0%	0%	0%	3%
				Budget	Rand			905 550	905 550	905 550	905 550	
Activity 1.3	Ensuring sound financial management and accounting	Repairs and maintenance as a percentage of property, plant, and equipment, investment property and intangible assets (carrying value)	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Percentage	New Indicator	8%	8%	8%	8%	8%	3%
				Budget	Rand			905 550	905 550	905 550	905 550	
Activity 1.4	Ensuring sound financial management and accounting	Percentage collection rate	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Percentage	43%	65%	65%	65%	65%	65%	5%
				Budget	Rand			905 550	905 550	905 550	905 550	
Activity 1.5	Ensuring sound financial management and accounting	Bad debt written off as a percentage of bad debt provision	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Percentage	100%	100%	100%	100%	100%	100%	2%
				Budget	Rand			905 550	905 550	905 550	905 550	
Activity 1.6	Ensuring sound financial management and accounting	Number of days required to receive payment from consumers for bills/invoices issued to them for services	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Days	New Indicator	45%	45%	45%	45%	45%	4%
				Budget	Rand			905 550	905 550	905 550	905 550	
Activity 1.7	Ensuring sound financial management and accounting	Period in months within which the municipality will be able to meet at least its monthly fixed operating commitments from cash and short-term investments without collecting any additional revenue, during the month	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Months	New Indicator	3	3	3	3	3	4%
				Budget	Rand			905 550	905 550	905 550	905 550	
Activity 1.8	Ensuring sound financial management and accounting	Range within which the municipality is able to payback its short-term liabilities (Debt and Payables) with short-term assets (Cash, inventory and receivables)	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Rand	New Indicator	2:1	2:1	2:1	2:1	2:1	4%
				Budget				905 550	905 550	905 550	905 550	
Activity 1.9	Ensuring sound financial management and accounting	Capital costs (Interest paid and Redemption) as a percentage to total operating expenditure	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Percentage	New Indicator	8%	8%	8%	8%	8%	4%
				Budget	Rand			905 550	905 550	905 550	905 550	
Activity 1.10	Ensuring sound financial management and accounting	Extend of total borrowing in percentage, to which other reserves, which are required to be cash-backed by cash reserves	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Percentage	New Indicator	45%	45%	45%	45%	45%	2%
				Budget	Rand			905 550	905 550	905 550	905 550	
Activity 1.11	Ensuring sound financial management and accounting	Percentage operating surpluses generated	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Percentage	New Indicator	100%	100%	100%	100%	100%	3%
				Budget	Rand			905 550	905 550	905 550	905 550	
Activity 1.12	Ensuring sound financial management and accounting	Percentage electricity surplus generated	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Percentage	New Indicator	0%	0%	0%	0%	0%	3%
				Budget	Rand			905 550	905 550	905 550	905 550	
Activity 1.13	Ensuring sound financial management and accounting	Percentage water surplus generated	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Percentage	New Indicator	15%	15%	15%	15%	15%	3%
				Budget	Rand			905 550	905 550	905 550	905 550	
Activity 1.14	Ensuring sound financial management and accounting	Percentage refuse surplus generated	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Percentage	New Indicator	0%	0%	0%	0%	0%	3%
				Budget	Rand			905 550	905 550	905 550	905 550	

Activity 1.15	Ensuring sound financial management and accounting	Percentage sanitation and waste water surplus generated	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Percentage	New Indicator	0%	0%	0%	0%	0%	3%
				Budget	Rand			905 550	905 550	905 550	905 550	
Activity 1.16	Ensuring sound financial management and accounting	Percentage in actual growth in the revenue base of the municipality brought by an increase in consumer base rather than in tariff increase	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Percentage	New Indicator	5%	5%	5%	5%	5%	3%
				Budget	Rand			905 550	905 550	905 550	905 550	
Activity 1.17	Ensuring sound financial management and accounting	Percentage revenue growth	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Percentage	New Indicator	6%	6%	6%	6%	6%	3%
				Budget	Rand			905 550	905 550	905 550	905 550	
Activity 1.18	Ensuring sound financial management and accounting	Percentage revenue growth (excluding capital grants)	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Percentage	New Indicator	6%	6%	6%	6%	6%	3%
				Budget	Rand			905 550	905 550	905 550	905 550	
Activity 1.19	Ensuring sound financial management and accounting	Number of days taken to pay creditors	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Days	44	45	45	45	45	45	4%
				Budget	Rand			905 550	905 550	905 550	905 550	
Activity 1.20	Ensuring sound financial management and accounting	Percentage of irregular, fruitless, and wasteful and unauthorised expenditure disclosed	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Percentage	New Indicator	0%	0%	0%	0%	0%	5%
				Budget	Rand			905 550	905 550	905 550	905 550	
Activity 1.21	Ensuring sound financial management and accounting	Percentage employee cost to total operating expenditure	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Percentage	42%	33%	33%	33%	33%	33%	5%
				Budget	Rand			905 550	905 550	905 550	905 550	
Activity 1.22	Ensuring sound financial management and accounting	Percentage contracted services expenditure to total operating expenditure	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Percentage	New Indicator	2%	2%	2%	2%	2%	2%
				Budget	Rand			905 550	905 550	905 550	905 550	
Activity 1.23	Ensuring sound financial management and accounting	Percentage of internally generated funds for capital expenditure to total operating	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Percentage	0%	20%	20%	20%	20%	20%	5%
				Budget	Rand			905 550	905 550	905 550	905 550	
Activity 1.24	Ensuring sound financial management and accounting	Percentage own source revenue to total operating revenue	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Percentage	New Indicator	55%	55%	55%	55%	55%	5%
				Budget	Rand			905 550	905 550	905 550	905 550	
Activity 1.25	Ensuring sound financial management and accounting	Percentage capital expenditure spent	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Percentage	100%	100%	100%	100%	100%	100%	5%
				Budget	Rand			905 550	905 550	905 550	905 550	
Activity 1.26	Ensuring sound financial management and accounting	Percentage operating expenditure incurred	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Percentage	100%	100%	100%	100%	100%	100%	5%
				Budget	Rand			905 550	905 550	905 550	905 550	
Activity 1.27	Ensuring sound financial management and accounting	Percentage operating revenue sourced	C-Schedule: SC8-Performance Indicators and Benchmarks	Target	Percentage	100%	100%	100%	100%	100%	100%	5%
				Budget	Rand			905 550	905 550	905 550	905 550	
Total				Number of targets			27	27	27	27	27	
				Total Budget			24 449 850	24 449 850	24 449 850	24 449 850		
TOTAL KPA/SDBIP WEIGHTINGS (Must add up to 100%)												100%

SECTION 1: KEY PERFORMANCE AREA (SDBIP)

NATIONAL DEVELOPMENT PLAN		8. Corruption levels are high (9)										
NATIONAL OUTCOMES		9. A responsive, accountable, effective and efficient local government system										
BACK TO BASIC PRINCIPLES		Good Governance, transparency, and accountability										
FREE STATE GROWTH AND		6. Good Governance										
PREDETERMINED OBJECTIVES		Promoting good governance, transparency, and accountability										
KEY PERFORMANCE AREA (KPA)		Good Governance, transparency, and accountability										
Planning Level	Predetermined Objectives Statement	Indicator	Evidence	Type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Weighting
Activity 1.1	Promoting good governance, transparency, and accountability	Percentage of skills development levy recovered	Workplace Skills Plan Report and CSchedule	Target	Percentage	0.77%	1%	1%	1%	1%	1%	10%
				Budget	Rand			363 383	363 383	363 383	363 383	
Activity 1.2	Promoting good governance, transparency, and accountability	Percentage of repeat audit findings addressed and finalised	Audit ActionPlan, Request for Information responses, Communication Findings responses, Annual Financial Statements and Annual Report	Target	Percentage	0%	100%	100%	100%	100%	100%	20%
				Budget	Rand			363 383	363 383	363 383	363 383	
Activity 1.3	Promoting good governance, transparency, and accountability	Percentage of councillors who have declared their financial	Signed Declaration of Interests Forms	Target	Percentage	100%	100%	100%	100%	100%	100%	5%
				Budget	Rand			363 383	363 383	363 383	363 383	
Activity 1.4	Promoting good	Percentage of	Signed Declaration of	Target	Percentage	100%	100%	100%	100%	100%	100%	5%

	governance, transparency, and accountability	administrative staff who have declared their	interests forms	Budget	Rand			363 383	363 383	363 383	363 383	
Activity 1.5	Promoting good governance, transparency, and accountability	Percentage of agenda items deferred to next meeting	Council Resolutions, Council Meetings Notices, and Attendance Registers	Target	Percentage	New Indicator	0%	0%	0%	0%	0%	10%
				Budget	Rand			363 383	363 383	363 383	363 383	
Activity 1.6	Promoting good governance, transparency, and accountability	Number of Public Accounts Committee meetings held	Municipal Public Accounts Committee Meeting Notices, Attendance Registers, and Reports	Target	Number	New Indicator	19	3	3	10	3	10%
				Budget	Rand			363 383	363 383	363 383	363 383	
Activity 1.7	Promoting good governance, transparency, and accountability	Percentage of active suspensions finalised within three months	Charge Sheet and Suspension Letter	Target	Percentage	95%	100%	100%	100%	100%	100%	10%
				Budget	Rand			363 383	363 383	363 383	363 383	
Activity 1.8	Promoting good governance, transparency, and accountability	Percentage of quarterly salary bill of officials suspended for a period of more than three	Charge Sheet and Suspension Letter	Target	Percentage	95%	100%	100%	100%	100%	100%	10%
				Budget	Rand			363 383	363 383	363 383	363 383	
Activity 1.9	Promoting good governance, transparency, and accountability	Number of Strategic Risks Register updated and mitigated	Updated Strategic Risks Register	Target	Number	4	4	4	4	4	4	10%
				Budget	Rand			363 383	363 383	363 383	363 383	
Activity 1.10	Promoting good governance, transparency, and accountability	Number of Operational Risks Register updated and mitigated	Updated Operational Risks Register	Target	Number	4	4	4	4	4	4	10%
				Budget	Rand			363 383	363 383	363 383	363 383	
Activity 1.11	Promoting good governance, transparency, and accountability	Number of Appraisal Reports concluded	Invitations, Attendance Registers, Reports and Council Resolutions	Target	Number	4	4	4	4	4	4	10%
				Budget	Rand			363 383	363 383	363 383	363 383	
Total				Number of targets		11	11	11	11	11	11	
				Total Budget				3 997 213	3 997 213	3 997 213	3 997 213	100%

TOTAL KPA/SDBIP WEIGHTINGS (Must add up to 100%)

SECTION 1: KEY PERFORMANCE AREA (SDBIP)

NATIONAL DEVELOPMENT PLAN	8. Corruption levels are high (9)											
NATIONAL OUTCOMES	9. A responsive, accountable, effective and efficient local government system											
BACK TO BASIC PRINCIPLES	Public Participation											
FREE STATE GROWTH AND	6. Good Governance											
PREDETERMINED OBJECTIVES	Putting people first											
KEY PERFORMANCE AREA (KPA)	Public Participation											
Planning Level	Predetermined Objectives Statement	Indicator	Evidence	Type	Unit of Measure	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Weighting
Activity 1.1	Putting people first	Percentage of ward committees with six or more ward committee members, excluding ward councillors	Ward Committee Reports, Meeting Notices and Attendance Registers	Target	Percentage	0%	100%	100%	100%	100%	100%	40%
				Budget	Rand			547 575	547 575	547 575	547 575	
Activity 1.2	Putting people first	Percentage of official complaints responded to through the municipal complaints management systems	Complaints register, reports and job cards	Target	Percentage	New Indicator	100%	100%	100%	100%	100%	60%
				Budget				547 575	547 575	547 575	547 575	
Total				Number of targets		2	2	2	2	2	2	
				Total Budget				1 095 150	1 095 150	1 095 150	1 095 150	100%
TOTAL KPA/SDBIP WEIGHTINGS (Must add up to 100%)												

SECTION 2: Job Description Key Performance Areas (JDKPA's)				
JDKPA Title	JDKPA Description	Evidence	Frequency	Weighting
Strategic Planning	Facilitation and development of the Institutional Strategic Plan	Approved Institutional Strategic Plan 2021/2022	Annually	30%
Integrated Development Planning	Facilitation and development of the institutional Strategic Plan 2019/2020	Approved Integrated Development Plan 2021/2022	Annually	25%
Performance Management Systems	Development and implementation of the Performance Management Systems	Approved Performance Management Systems	Annually (Development) and Quarterly (Implementation)	20%
Reporting	Review of the Quarterly Reports 2021/2022	Tabled section 52 (d) Reports 2021/2022 and Annual Report 2021/2022	Quarterly (section 52(d) Reports 2021/2022 and Annually (Annual Report 2021/2022)	5%
Stakeholder Relations	Facilitation and development of the IDP review Process Plan 2021/2022	Approved IDP Review Process Plan 2021/2022	Annually	10%
Budget Management	Development, approval and implementation of the Service Delivery and	Approved Service Delivery and Budget Implementation Plan	Annually (development) and	5%
People Management	Management and discipline of the subordinates	Percentage of cases dealt with and finalised within the	Monthly	5%
TOTAL JDKPA WEIGHTINGS (Must add up to 100%)				

SECTION 3: CORE COMPETENCIES			
Competency	Description	Evidence	Weighting
Strategic Capability and Leadership	Competency Based Assessment	Results	10%
Programme and Project Management	Competency Based Assessment	Results	5%
Financial Management	Competency Based Assessment	Results	10%
People Management and Empowerment	Competency Based Assessment	Results	10%
Client Orientation and Customer Focus	Competency Based Assessment	Results	10%
Change Management	Competency Based Assessment	Results	10%
Knowledge Management	Competency Based Assessment	Results	10%
Service Delivery Innovation (SDI)	Competency Based Assessment	Results	10%
Problem Solving and Analysis	Competency Based Assessment	Results	5%
Communication	Competency Based Assessment	Results	10%
Accountability and Ethical Conduct	Competency Based Assessment	Results	10%
TOTAL CORE COMPETENCY WEIGHTINGS (Must add up to 100%)			

ANNEXURE B: PERFORMANCE EVALUATION CRITERIA'S

KEY PERFORMANCE AREA AND JOB DESCRIPTION TASK EVALUATION CRITERIA				
1	2	3	4	5
Unacceptable	Performance Not	Performance Fully	Performance Significantly	Outstanding
Performance does not meet the standard performance 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	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.	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.	Performance is significantly higher than the standards 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.	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.

CORE COMPETENCY EVALUATION CRITERIA				
1	2	3	4	5
Under	Basic	Meeting	Superior	Outstanding
Has understanding of Competency but Has understanding of Competency but requires re-inforcement opportunity to enhance learning requires re-inforcement opportunity to enhance learning	Has awareness of competency but lacks full application competency	Competency Application of Competency without any support or assistance required	Strong Application of Competency	Mastery Application of Competency

ANNEXURE B: PERFORMANCE EVALUATION CRITERIA'S

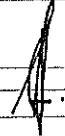
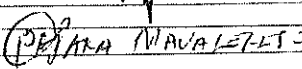
KEY PERFORMANCE AREA AND JOB DESCRIPTION TASK EVALUATION CRITERIA				
1	2	3	4	5
Unacceptable	Performance Not	Performance Fully	Performance Significantly	Outstanding
Performance does not meet the standard performance expected for the job. The review / assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan	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	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	Performance is significantly higher than the standards 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	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

CORE COMPETENCY EVALUATION CRITERIA				
1	2	3	4	5
Under	Basic	Meeting	Superior	Outstanding
Has understanding of Competency but has understanding of Competency but requires reinforcement opportunity to enhance learning requires reinforcement opportunity to enhance learning	Has awareness of competency but lacks full application competency	Competency Application of Competency without any support or assistance required	Strong Application of Competency	Mastery Application of Competency

ANNEXURE C: LINE MANAGER REQUESTS

Request	Description

ANNEXURE D: PERSONAL DEVELOPMENT PLANNING

PDP Initiative	Competency Development Area	Description	Evidence
Employee Signature			Date 02/09/2021
Line Manager Signature			Date 03 November 2021