



**Mogale City**

**Local Municipality**

PERFORMANCE MANAGEMENT AGREEMENT

ENTERED INTO BY AND BETWEEN:

MOGALE CITY LOCAL MUNICIPALITY

AS REPRESENTED BY THE

MUNICIPAL MANAGER:

MAKHOSANA MSEZANA

AND

EXECUTIVE MANAGER: INTEGRATED ENVIRONMENTAL  
MANAGEMENT:

MADIKANA THENGA

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 01 FEBRUARY 2023 TO 30 JUNE 2023

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## PERFORMANCE MANAGEMENT AGREEMENT

### ENTERED INTO BY AND BETWEEN

**MOGALE CITY LOCAL MUNICIPALITY** herein represented by **Makhosana Msenzana** as the **Municipal Manager** (hereinafter referred to as the Employer or Supervisor)

and

**Madikana Thenga** as the **Executive Manager: Integrated Environmental Management** (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

### 1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in Terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as the "the Parties".
- 1.2 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 secure local government policy goals.
- 1.3 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B), 57(C) and 57(5) of the Systems Act, Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager, 2006 & Local Government: Competency Framework for Senior Managers, 2014.

### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to –

- 2.1 Comply with the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities.
- 2.3 Specify accountabilities as set out in the Performance Management Plan (Annexure A);

- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Management Agreement and Performance Management Plan as the basis for assessing whether the employee has met the performance expectations applicable to his job;
- 2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **01 FEBRUARY 2023** and will remain in force until **30 JUNE 2023**; where after a new Performance Management Agreement, Performance Management Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of the Agreement during February each year. The parties will conclude a new Performance Management Agreement and Performance Management Plan that replaces this Agreement at least once a year by not later 31 July.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above- mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4 PERFORMANCE OBJECTIVES

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

- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan and the Budget of the Employer and shall include key objectives; key performance indicators; target and weightings.
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe within which the work must be achieved. The weightings show the relative importance of the key objectives to each other (section 26(6) of the Performance Regulation, 2006).
- 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 adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

## **6 THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS**

- 6.1 The Employee undertakes to actively focus on the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 6.2 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the performance agreement.
- 6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Competency Requirements (CRs) (Leading & Core Competencies) respectively.
- 6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

6.2.3 KPAs covering the main areas of work will account for 80 weighting and CRs will account for 20 weighting of the final assessment.

6.3 The Employee's assessment will be based on his performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPAs, and will constitute 80 weighting of the overall assessment result as per the weightings agreed to between the employer and Employee:

KEY PERFORMANCE AREAS (KPA'S)	WEIGHTING
Good Governance and Public Participation	10%
Municipal Transformation and Organizational Development	10%
Infrastructure Development and Service Delivery	60%
Municipal Financial Viability and Management	10%
Local Economic Development	10%
<b>Total</b>	<b>100%</b>

6.4 The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPAs, and will constitute 80% weighting of the overall assessment result as per the weightings agreed between the Employer and Employee.

The six (6) core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.

LEADING COMPETENCY REQUIREMENTS	WEIGHTS %
Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>• Impact and influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning and Management</li> <li>• Organizational Awareness</li> </ul> 20%
People Management & Empowerment	<ul style="list-style-type: none"> <li>• Human Capital Planning &amp; Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and Dispute Management</li> </ul> 10%
Program & Project Management	<ul style="list-style-type: none"> <li>• Program &amp; Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Program &amp; Project Monitoring &amp; Evaluation</li> </ul> 20%
Financial Management	<ul style="list-style-type: none"> <li>• Budget Planning &amp; Execution</li> <li>• Financial Strategy &amp; Delivery</li> <li>• Financial Reporting &amp; Monitoring</li> </ul> 15%

LEADING COMPETENCY REQUIREMENTS		WEIGHTS %
Change Leadership	<ul style="list-style-type: none"> <li>• Change Vision &amp; Strategy</li> <li>• Process Design &amp; Improvement</li> <li>• Change Impact Monitoring &amp; Evaluation</li> </ul>	15%
Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Cooperative Governance</li> </ul>	20%
CORE COMPETENCIES		
Moral Competence		
Planning and Organizing		
Analysis and Innovation		
Knowledge and Information Management		
Communication		
Result and Quality Focus		
<b>TOTAL</b>		<b>100%</b>

## 7 EVALUATING PERFORMANCE

7.1 The Performance Management Plan (Annexure A) to this Agreement sets out-

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

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

7.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.

7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

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

7.5 The annual performance appraisal will involve:

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

(a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to hoc tasks that had to be performed under the KPA;

- (b) An indicative rating on the five-point scale should be provided for each KPA;
- (c) The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.

#### 7.5.2 Assessment of the CCRs

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

#### 7.5.3 Overall rating

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

7.6 The assessment of the performance of the Employee will be based on the following rating scale for KPAs and CRs:

Overall Performance	Rating	Performance Score
<b>Unacceptable Performance</b>  Performance does not meet the standard expected for the job. The employee has failed to demonstrate the commitment level expected in the job despite management efforts to encourage improvement.	1	59% and below
<b>Performance Not Fully Effective</b>  Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job.	2	60 – 69 %
<b>Performance Fully Effective</b>  Performance fully meets the standards expected in all areas of the job	3	70 – 79 %
<b>Performance Significantly Above Expectations /</b>		

Overall Performance	Rating	Performance Score
<b>Exceptional Performance</b> Performance is significantly higher than the standard expected in the job.	4	80 – 89 %
<b>Outstanding Performance</b> Performance far exceeds the standard expected of an employee at this level.	5	90 – 100 %

7.7 For purposes of evaluating the annual performance of the Employee, an evaluation panel constituted of the following persons must be established –

- i. Municipal Manager;
- ii. Chairperson of the Performance Audit Committee
- iii. Member of the Mayoral Committee; and
- iv. Municipal Manager from another Municipality.

## 8 SCHEDULES FOR PERFORMANCE REVIEWS

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

Quarter	Timeline	Date of the Review
First Quarter	July – September 2022	October 2022
Second Quarter	October – December 2022	January 2023
Third Quarter	January – March 2023	June 2023
Fourth Quarter	April – June 2023	N/A

8.2 The Employer shall keep a record of all formal and informal reviews, including the mid-year review and annual assessment meetings.

8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

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8.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.

8.5 The Employer may amend the provisions of Annexure "A" whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

## 9 DEVELOPMENTAL REQUIREMENTS

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

## 10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall:-

10.1.1 Create an enabling environment to facilitate effective performance by the Employee;

10.1.2 Provide access to skills development and capacity building opportunities;

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

10.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and

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

## 11 CONSULTATION

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

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

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

11.1.3 A substantial financial effect on the Employer.

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

## 12. MANAGEMENT OF EVALUATION OUTCOMES

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

12.2 A performance bonus of 5% to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of performance and the amount payable would be calculated on the following basis:

Performance Rating			Bonus Amount
1.	0% - 59%	Performance Unacceptable	0% of total package
2.	60% - 69%	Performance Not Fully Effective	
3.	70% - 79%	Performance Fully Effective	Remuneration Progression
4.	80% - 89%	Performance Significantly Above Expectations/ Exceptional Performance	• Remuneration Progression • 5% - 9% of Total Package
5.	90% - 100%	Outstanding Performance	• Remuneration Progression • 10% - 14% of total package

12.3 In the case of unacceptable performance, the Employer shall –

12.3.1 provide systematic remedial or developmental support to assist the Employee to improve his performance; and

12.3.2 after appropriate counseling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his duties.

## 13 DISPUTE RESOLUTION

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

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13.1.1 The Executive Mayor within thirty (30) days of receipt of a formal dispute from the Employee; or

13.1.2 Any other person appointed by the Executive Mayor.

13.2 In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

#### 14 GENERAL

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

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

Thus done and signed at Kanyempho 31 March on this the ..... day of .....2023.

#### AS WITNESSES:

1. J. Kibanyi

[Signature]  
EXECUTIVE MANAGER: INTEGRATED  
ENVIROMENTAL MANAGEMENT

2. M. Ndlovu

Thus done and signed at Kanyempho 31 March on this the ..... day of .....2023.

#### AS WITNESSES:

1. D. Maseko

[Signature]  
MUNICIPAL MANAGER

2. M. Mnyiga



PLANNING LEVEL	MSCOA PROJECT	WARD TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	TYPE OF EVIDENCE PER QUARTER	INDIVIDUAL PERFORMANCE MEASUREMENT	RESPONSIBLE PERSON
Executive Manager Output	Environmental Compliance Management (complaints)	All Wards	Number of days taken to respond to complaints received in writing	5%	Number	8.5 days	15 days	Q1	15 days	Q1-Q4: Complaints register showing turn around times	1=59% and below achievement against target set	Executive Manager: Integrated Environmental Management
								Q2	15 days		2=60%-69% of achievement against target set	
								Q3	15 days		3=70% to 79% of achievement against target set	
								Q4	15 days		4=80% to 89% of achievement against target set	
Executive Manager Output	Environmental education awareness/campaigns	All Wards	Number of environmental education awareness campaigns conducted	5%	Number	4	4	Q1	1	Q1-Q4: Photos and Quarterly Reports	1=59% and below number of environmental awareness campaigns conducted	Executive Manager: Integrated Environmental Management
								Q2	1		2=60% to 69% of number of environmental awareness campaigns conducted	
								Q3	1		3=70% to 79% of number of environmental awareness campaigns conducted	
								Q4	1		4=80% to 89% of number of environmental awareness campaigns conducted	
Executive Manager Output	Provision of grass cutting services	All Wards	% grass cutting job orders completed in line with the job orders issued	5%	%	New KPI	100%	Q1	1	Q1-Q4: List of all issued orders (quarter), Job Cards, completion inspection report and certificates of payment	1=59% and below grass cutting job orders issued	Executive Manager: Integrated Environmental Management
								Q2	1		2=60% to 69% grass cutting job orders issued	
								Q3	1		3=70% to 79% grass cutting job orders issued	
								Q4	1		4=80% to 89% grass cutting job orders issued	
											5=90% to 100% grass cutting job orders issued	

PLANNING LEVEL	MSCOA PROJECT	WARD TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	TYPE OF EVIDENCE PER QUARTER	INDIVIDUAL PERFORMANCE MEASUREMENT	RESPONSIBLE PERSON
Executive Manager Output	Parks Inspections & Monitoring in Terms of SANS 51176 and 51177	All Wards	No. of Parks Inspections conducted	2%	Number	128	32	Q1	32	Q1-Q4: List of all parks inspected and inspection report summary of all parks	1=59% and below number of parks inspections conducted	Executive Manager: Integrated Environmental Management
								Q2	32		2=60% to 69% number of parks inspection conducted	
								Q3	32		3=70% to 79% of number of parks inspections conducted	
								Q4	32		4=80% to 89% of number of parks inspections conducted	
Executive Manager Output	Complaints management (Biodiversity Management)	All Wards	Average time (days) taken to respond to complaints on biodiversity issues received in writing	4%	Number	24 days	30 days	Q1	30 days	Q1-Q4: Complaints management register spreadsheet showing turn around times and complaints received	1=59%and below achievement against target set	Executive Manager: Integrated Environmental Management
								Q2	30 days		2=60%-69% of achievement against target set	
								Q3	30 days		3=70% to 79% of achievement against target set	
								Q4	30 days		4=80% to 89% of achievement against target set	
Executive Manager Output	Krugersdorp Game management	38	No. of Annual Game audit conducted	2%	Number	1	100%	Q1	-	Q4: Game audit report	1=59%and below achievement against target set	Executive Manager: Integrated Environmental Management
								Q2	-		2=60%-69% of achievement against target set	
								Q3	-		3=70% to 79% of achievement against target set	
								Q4	1		4=80% to 89% of achievement against target set	
											5=90% to 100% achievement against target set	

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PLANNING LEVEL	MSCOA PROJECT	WARD TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	TYPE OF EVIDENCE PER QUARTER	INDIVIDUAL PERFORMANCE MEASUREMENT	RESPONSIBLE PERSON
Executive Manager Output	Improve cemeteries management services through grave digging	All Wards	% Grave digging completed in line with burial booking	5%	New KPI	100%	100%	Q1	100%		1=59% and below grave digging in line with burial bookings	Executive Manager: Integrated Environmental Management
								Q2	100%		2=60% to 88% grave digging in line with burial bookings	
								Q3	100%	Q1-Q4: List of issued orders per quarter, Job Cards, inspection checklist and certificates of payment	3=70% to 79% grave digging in line with burial bookings	
								Q4	100%		4=80% to 89% grave digging in line with burial bookings	
Executive Manager Output	Control of alien and invasive plant species	18 & 21	Number of areas cleared from alien and invasive plant species	2%	Number	2	2	Q1	—		1=59% and below number of areas cleared from alien and invasive plant species	Executive Manager: Integrated Environmental Management
								Q2	—		2=60% to 69% number of areas cleared from alien and invasive plant species	
								Q3	—	Q4: Quarterly Report and Invoice	3=70% to 79% number of areas cleared from alien and invasive plant species	
								Q4	2		4=80% to 89% number of areas cleared from alien and invasive plant species	
Executive Manager Output	Monitoring of buy back facilities(Recycling centres)	All Wards	No. of monitoring sessions conducted for buy back facilities	2%	Number	12	16	Q1	4	Q1- Q4: Signed inspection notice by the facility manager or representative	1=59% and below monitoring sessions conducted	Executive Manager: Integrated Environmental Management
								Q2	4		2=60%-69% monitoring sessions conducted	
								Q3	4		3=70% to 79% monitoring sessions conducted	
								Q4	4		4=80% to 89% monitoring sessions conducted	
Executive Manager Output	Waste Management	All Wards	No. of inspections conducted on waste storage/areas	2%	Number	New KPI	20	Q1	5	Q1- Q4: Copies of attendance Registers, signed by the representative of the premises and/or email correspondence	1=59% and below number of inspections conducted on waste storage/areas	Executive Manager: Integrated Environmental Management
								Q2	5		2=60%-69% number of inspections conducted on waste storage/areas	
								Q3	5		3=70% to 79% number of inspections conducted on waste storage/areas	
								Q4	5		4=80% to 89% number of inspections conducted on waste storage/areas	

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PLANNING LEVEL	MSCOA PROJECT	WARD TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	TYPE OF EVIDENCE PER QUARTER	INDIVIDUAL PERFORMANCE MEASUREMENT	RESPONSIBLE PERSON
Executive Manager Output	Waste Management	All Wards	Number of waste minimisation & sorting projects monitored	2%	Number	12	16	Q1	4	Q1-Q4: Attendance Registers and/or Checklist and/or email correspondence and/or populated template	1=59% and below number of waste minimisation & sorting projects monitored	Executive Manager: Integrated Environmental Management
								Q2	4		2=60%-69% number of waste minimisation & sorting projects monitored	
								Q3	4		3=70% to 79% number of waste minimisation & sorting projects monitored	
								Q4	4		4=80% to 89% number of waste minimisation & sorting projects monitored 5=90% to 100% number of waste minimisation & sorting projects monitored	
	Waste Management	All Wards	No. of Annual registration of waste pickers conducted	2%	Number	1	1	Q1	-	Q4: File containing ID Copies and signed indemnity forms.	1=59%and below achievement against target set	Executive Manager: Integrated Environmental Management
								Q2	-		2=60% to 69% achievement against target set	
								Q3	-		3=70% to 79% achievement against target set	
								Q4	1		4=60% to 89% achievement against target set 5=90% to 100% achievement against target set	
Executive Manager Output	Service delivery	All Wards	% SDBIP projects successfully implemented within projected timeframes and budget.	5%	%			Q1	100%	SDBIP Quarterly Performance Reports form Monitoring & Evaluation Division	1=59% and below achievement against target set	Executive Manager: Integrated Environmental Management
								Q2	100%		2=60-69% achievement againt target set	
								Q3	100%		3=70-79% achievement against target set	
								Q4	100%		4=80-89% achievement against target set 5=90-100% achievement against target set	
KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION: 10%												
Executive Manager Output	AG Audit Action Plans	All Wards	% implementation of AG Audit Action plans	5%	%	100%	100%	Q1	-	AG Audit Action Plan	1=59% and below implementation of AG Audit Action plans	Executive Manager: Integrated Environmental Management
								Q2	-		2=60-69% implementation of AG Audit Action Plans	
								Q3	100%		3=70-79% implementation of AG Audit Action Plans	
								Q4	100%		4=80-89% implementation of AG Audit Action Plans 5=90%-100% implementation of AG Audit Action Plans	

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PLANNING LEVEL	MSCOA PROJECT	WARD TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	TYPE OF EVIDENCE PER QUARTER	INDIVIDUAL PERFORMANCE MEASUREMENT	RESPONSIBLE PERSON
Executive Manager Output	Risk Management	All Wards	% implementation of departmental mitigation actions on the Strategic Risk Register	5%				Q1	-	Risk Register reported at EXCO	1= 59% and below implementation of departmental mitigation action on the Strategic Risk Register	Executive Manager: Integrated Environmental Management
								Q2	-		2= 60% - 69% implementation of departmental mitigation action on the Strategic Risk Register	
								Q3	100%		3= 70% - 79% implementation of departmental mitigation action on the Strategic Risk Register	
								Q4	100%		4= 80% - 89% implementation of departmental mitigation action on the Strategic Risk Register	
											5= 90% - 100% implementation of departmental mitigation action on the Strategic Risk Register	
KPA: FINANCIAL VIABILITY: 10%												
Executive Manager Output	Revenue	All Wards	Total rand value generated through cemeteries and refuse collection	10%	Rand value	New		Q1	-	Quarterly Departmental Revenue Report	1= 59% and below total rand value generated through cemeteries	Executive Manager: Integrated Environmental Management
								Q2	-		2= 60% - 69% total rand value generated through cemeteries	
								Q3	-		3= 70% - 79% total rand value generated through cemeteries	
								Q4	R132,000,000		4= 80% - 89% total rand value generated through cemeteries 5= 90% - 100% total rand value generated through cemeteries	
KPA: LOCAL ECONOMIC DEVELOPMENT 10%												
Executive Manager: Output	Employment Opportunities	All wards	NO. of employment opportunities created	10%	Number			Q1		List of Names, Register, 2x Samples of Contracts with ID Copies, 2x Samples of Attendance Registers	1=59% and below achievement against target set	Executive Manager: Integrated Environmental Management
								Q2			2= 60-69% achievement against target set	
								Q3			3= 70-79% achievement against target set	
								Q4	350		4= 80-90% achievement against target set 5=90-100% achievement against target set	

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PLANNING LEVEL	MSCOA PROJECT	WARD TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	TYPE OF EVIDENCE PER QUARTER	INDIVIDUAL PERFORMANCE MEASUREMENT	RESPONSIBLE PERSON
KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT: 10%												
Executive Manager 4 Output	Labour disputes	All Wards	Days taken to attend to employee grievances within the prescribed timelines (Step 2)	10%	Days	New target	10 days	Q1	10 days	Approved complaint development report	1=14 days and more taken to attend to employees grievances from time of submission	Executive Manager: Integrated Environmental Management
								Q2	10 days		2=13 days taken to attend to employees grievances from time of submission	
								Q3	10 days		3=12 days taken to attend to employees grievances from time of submission	
								Q4	10 days		4=11 days taken to attend to employees grievances from time of submission	
											5= 10 days taken to attend to employees grievances from time of submission	
Total = 100%												
Signed and Accepted by the Executive Manager: Integrated Environmental Management												

Signed and Accepted by the Executive Manager: Integrated Environmental Management

Madikana Thenga

Date:

Approved by the Municipal Manager

Makhosana Msezana

Date:

*[Signature]* 31/03/2023

*[Signature]*

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CORE MANAGERIAL	WEIGHTING	KPI	PERFORMANCE MEASUREMENT	EVIDENCE
Strategic direction & leadership	20	No. of Individual Performance Management Agreements signed with Managers by 31/08/2022	1= 4 Performance Management Agreements signed after the 30/09/2022	Three (3) 2022/2023 Performance Management Agreements signed with Managers
			2= 4 Performance Management Agreements signed after the 15/09/2022	
			3= 4 Performance Management Agreements signed by the 31/08/2022	
			4= 4 Performance Management Agreements signed by the 20/08/2022	
			5= 4 Performance Management Agreements signed by the 10/08/2022	
People Management and Empowerment	10	Development of Personal Development Plans (PDPs) for Managers by March 2023	1=PDPs developed by 30 November 2022	Proof on the submission of PDPs for Managers as part of the performance contract and plan
			2=PDPs developed by 31 October 2022	
			3=PDPs developed by 30 September 2022	
			4=PDPs developed by 15 September 2022	
			5=PDPs developed by 31 August 2022	
Program and Project Management	20	Service Delivery Management	1= 59% and below implementation of the SDBIP	SDBIP Quarterly Performance Reports from Monitoring and Evaluation Division
			2= 60-69% implementation of the SDBIP	
			3= 70-79% of implementation of the SDBIP	
			4= 80-89% implementation of the SDBIP	
			5= 90-100% implementation of the SDBIP	
Financial Management	5	% Negative Variance on operational spent	1=8% unauthorised expenditure	1 July 2022 to 30 June 2023 In year monitoring report
			2= 6% unauthorised expenditure	
			3= 0% unauthorised expenditure	
			5% savings	
			5= 10% savings	
	5	% of opex budget spent at the end of financial year	1= 92% Spent	1 July 2022 to 30 June 2023 In year monitoring report
			2= 94% Spent	
			3= 96% Spent	
			4= 98% Spent	
			5= 100% Spent	
	5	% of funded capital budget spent at the end of financial year	1= 92% Spent	1 July 2022 to 30 June 2023 In year monitoring report
			2= 94% Spent	
			3= 96% Spent	
			4= 98% Spent	
			5= 100% Spent	
Change Leadership	10	Number of monthly management meetings held per year	1= 4 meetings	Agenda, Attendance Register and Resolution Register of departmental meetings
			2= 6 meetings	
			3= 8 meetings	
			4= 10 meetings	
			5= 12 meetings	
	5	Number of quarterly staff meetings	1= No meeting	Agenda, Attendance Register and Resolution Register of departmental meetings
			2= 1 meetings	
			3= 2 meetings	
			4= 3 meetings	
			5= 4 meetings	
Governance Leadership	10	Revision and Development of Policies	1=59% and Below Implementation	Proof of inputs provided (emails submissions) Revised and Developed Policies vs Policies submitted to Council in the 2022/2023 financial year
			2=60-69% Implementation	
			3=70-79% Implementation	
			4=80-89% Implementation	
			5=90-100% Implementation	
	10	% Implementation of the annual risk management implementation plan 2022/2023	1=59% and Below Implementation	Dashboard Risk Management Reports from M&E
			2=60-69% Implementation	
			3=70-79% Implementation	
			4=80-89% Implementation	
			5=90-100% Implementation	

Total=100

Signed and Accepted by the Executive Manager: Integrated Environmental Management

Madikana Thenga

Date:

Approved by the Municipal Manager

Makhosana Msezana

Date:

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SURNAME	THENGA	NAME	MADIKANA
POSITION	EXECUTIVE MANAGER: IEM	REPORT TO	MUNICIPAL MANAGER
SALARY LEVEL	2	SALARY BAND	S56
DEPARTMENT	INTEGRATED ENVIRONMENTAL MANAGEMENT	FINANCIAL YEAR	2022/2023
Competency area to be developed	Specific development objectives (what to achieve)	Competency indicators (evidence of development)	Development activities (self-study, on-the-job, formal-dates and cost)
Change Management	<ul style="list-style-type: none"> <li>Change Vision &amp; Strategy</li> <li>Process Design &amp; Improvement</li> <li>Change Impact Monitoring &amp; Evaluation</li> </ul>	Portfolio of evidence as required by the Training institution.	Short course NQF 6
Program and Project Management	<ul style="list-style-type: none"> <li>Program &amp; Project Planning and Implementation</li> <li>Service Delivery Management</li> <li>Program &amp; Project Monitoring &amp; Evaluation</li> </ul>	Portfolio of evidence as required by the Training institution.	Short course NQF 6
Financial Management	<ul style="list-style-type: none"> <li>mSCOA implementation aligned to the budgeting process.</li> <li>Standard for Infrastructure Procurement and Delivery Management Procurement Policy implementation.</li> </ul>	Portfolio of evidence as required by the Training institution.	Short course NQF 6
EMPLOYEE SIGNATURE		MM's SIGNATURE	DATE
			31 March 2023

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