



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**THE MANGAUNG METROPOLITAN MUNICIPALITY
AS REPRESENTED BY THE ACTING CITY MANAGER**

Teboho Abel Maine

.....
(FULL NAMES)

AND

Ketsebae Israel Kgamanyane

.....
(FULL NAMES)

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE
01 JULY 2021 – 30 JUNE 2022

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Mangaung Metropolitan Municipality herein represented by **Teboho Abel Maine** (full name) in his capacity as Acting City Manager. (Hereinafter referred to as the **Employer** or Supervisor)

and

Ketsebae Israel Kgamanyane (full name) Employee of the Municipality (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 54A of the Local Government: Municipal Systems Act 32 of 2000 and as amended ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 communicate the employer's performance expectations and accountabilities to the employee, by specifying objectives and targets as defined in the Integrated Development Plan and the Service Delivery and Budget Implementation Plan (SDBIP).
- 2.3 specify accountabilities as set out in a performance plan, which must be in a format substantially compliant to Appendix "A";
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to the position; and
- 2.6 appropriately reward the Employee in accordance with the Employer's performance management policy in the event of 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** where after a new Performance Agreement, Performance Plan 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 the Agreement of Employment
- 3.2 This Agreement will terminate on the 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 above-mentioned 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 or council decisions 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 deviations must take cognizance of the requirements of section 34 and 42 of the Systems Act, and regulation 4(5) of the Regulations

4 PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) must 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 Performance Plan must :

- a) Be set by the **Employer** in consultation with the **Employee**;
- b) Be based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and
- c) Include key objectives; key performance indicators; target dates and weightings.

4.3 It is agreed that-

- i. The key objectives describe the main tasks that need to be done.
- ii. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
- iii. The target dates describe the timeframe in which the work must be achieved.
- iv. The weightings show the relative importance of the key objectives to each other.

4.4 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **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 to 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 **Employer**, management and municipal staff to perform to the standards required.

5.2 The **Employer** must consult the **Employee** about the specific performance standards that are included in the performance management system as applicable to the **Employee**.

5.3 The Employee must be assessed on his or her performance in terms of the performance indicators identified in the attached Performance Plan and include =

- a) The Key Performance Areas; and
- b) Core Managerial Competencies

5.4 The Key Performance Areas will make up 80% of the Employee's assessment score, and will contain the following:

Key Performance Areas (80% of Total)	Weighting
Basic Service Delivery	40%
Municipal Institutional Development and transformation	20%
Implement Metro Police Strategy and Plans	10%
Municipal Financial Viability and Management	20%
Good Governance and Public Participation	10%
Total	100%

5.5 The Core Management Criteria (CMC) will make up the other 20% of the Employee's assessment score, and are deemed to be most critical for the Employee's specific job should be selected from the list below as agreed between the Employer and Employee

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES (20% of Total)		
CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT
Strategic Direction and Leadership		10%
Programme and Project Management		5%
Financial Management	compulsory	20%
Change Management		5%
Knowledge Management		10%
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	compulsory	15%
Client Orientation and Customer Focus	compulsory	15%
Communication		
Accountability and Ethical Conduct		5%
Policy Conceptualisation and implementation		5%
Mediation Skills		
Advanced Negotiation Skills		
Advanced influencing skills		
Partnership and Stakeholder Relations		10%
Supply Chain Management		
Total percentage	-	100%

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement must sets out -
- a) the standards and procedures for evaluating the **Employee's** performance; and
 - b) 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 during the validity of the agreement of Employment
- 6.3 Personal growth and development needs identified during any performance review discussion, as well as the actions and timeframes agreed to, must be documented in a Personal Development Plan which must be in a format substantially compliant to Annexure "B"
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
- 6.5 The annual performance appraisal will involve:
- i. An assessment of the achievement of results as outlined in the performance plan:
 - ii. An assessment of each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed
 - iii. A rating on the five-point scale for each Key Performance Area; and
 - iv. The use of the applicable assessment rating calculator to add the scores and calculate a final core.
- 6.6. The Core Management Criteria must be assessed –
- (a) according to the extent to which the specified standards have been met.
 - (b) with an indicative rating on the five-point scale for each Criteria; and
 - (d) using the applicable assessment rating calculator to add the scores and calculate a final score.

6.7 An overall rating is calculated by using the applicable assessment-rating calculator, which represents the outcome of the performance appraisal, provided that the performance assessment of the Employee will be used on the following rating scale for both Key Performance Indicators and Core Management Criteria

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					

Level	Terminology	Description	Rating				
			1	2	3	4	5
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.8 The performance of the Employee must be evaluated by an evaluation panel constituted in terms of regulation 27(4)(e) and (f) of the Regulations.

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

7.2

Evaluation	Period	Review Date
First quarter	July – September	October – December
Second quarter	October – December	January – March
Third quarter	January – March	April – June
Fourth quarter	April – June	July – September
Annual Performance Review	July – June	

Provided that reviews in the first and third quarter may be verbal if performance is satisfactory

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings and feedback must be based on the **Employer's** assessment of the **Employee's** performance.

7.3 The **Employer** may amend the provisions of Performance Plan 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. OBLIGATIONS OF THE EMPLOYER

8.1 The Employer must –

8.1.1 create an enabling environment to facilitate effective performance by the employee;

8.1.2 provide access to skills development and capacity building opportunities;

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

8.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and

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

9. CONSULTATION

9.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will–

a. have a direct effect on the performance of any of the **Employee's** functions;

b. commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

c. have a substantial financial effect on the **Employer**.

9.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in sub-clause (1) above as soon as is practicable to enable the **Employee** to take any necessary action without delay.

10. MANAGEMENT OF EVALUATION OUTCOMES

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

12. GENERAL

12.1 The employer must make the contents of this agreement and the outcome of any review conducted in terms of the Performance Plan available to the public as contemplated in section 46 of the Systems Act.

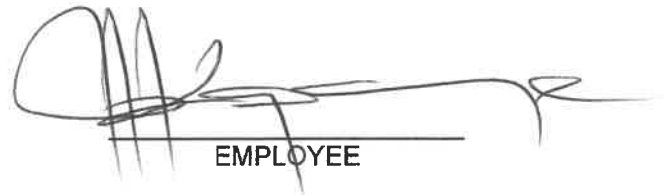
12.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her Agreement of Employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

12.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Bloemfontein on the 27 of July 2021

AS WITNESSES:

1. _____



EMPLOYEE

2. _____

AS WITNESSES:

1.  _____


ACTING CITY MANAGER

2.  _____

AS WITNESSES

ANNEXURE A PERFORMANCE PLAN

PERFORMANCE SCORECARD – SECTION 56 EMPLOYEE			
Employee Name:	Ketsebae Israel Kgamanyane	Employee Number	129 619
Job Title:	Executive Head Metro Police	Department:	Metro Police
Manager:	The City Manager	Date (Financial Year):	2021 – 2022 Financial Year
Position Purpose:	To carry out the functions as Chief of Metro Police in the municipality.		
The period of this Performance Plan is from 01 July 2021 to 30 June 2022.			
Signed and accepted by the Chief Metro Police: Mr Ketsebae Israel Kgamanyane	Date:		
Signed by the Acting City Manager: Teboho Abel Maine	<i>Teboho</i>	Date: 2021.07.27	
By signing this performance scorecard the manager and employee hereby indicate their full understanding of, and agreement with the contents of the scorecard. The manager and the employee both acknowledge that this is in full compliance with the Municipality's Performance Management Policy.			

MB *SD* *10/11/21*

1. PURPOSE

The performance plan defines the council expectation of the Chief: Metro Police's performance agreement to which this document is attached and Section 57 (5) of the Municipal System Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan and as reviewed annually.

2. KEY RESPONSIBILITIES

The following objects of local government will inform the Chief: Metro Police's performance against set performance indicators:

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

3. KEY PERFORMANCE AREA

The following Key Performance Area (KPA's) as outline in the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006), inform the strategic objective listed in the table below:

- 3.1 Basic Service Delivery.
- 3.2 Municipal Institutional Development and transformation
- 3.3 Local Economic Development (LED)
- 3.4 Municipal Financial Viability and Management
- 3.5 Good Governance and Public Participation

4. KEY PERFORMANCE OBJECTIVES AND INDICATORS, FOR THE MUNICIPAL MANAGER

The provision and statutory time frames contained in the following legislation are required to be reported on and measured:

- 4.1 Section 157 of the Constitution of the Republic of South Africa, 1996
- 4.2 Local Government Municipal Performance Regulations for Municipal Managers and Managers Directly (Regulation No. R805, dated 1 August 2006)
- 4.3 Regulations No.796 (Local Government: Municipal Planning and Performance Management Regulation, 2001) dated 24 August 2001
- 4.4 Municipal Finance Management Act, 2003, in particular, but not limited to Chapter 8. (must include, inter alia, tariff policy, rates policy, credit control and debt collection policy, supply chain management policy and an unqualified Auditor General's report)
- 4.5 Property Rates Act, 2004
- 4.6 Municipal Structures Act, 1998, in particular, but not limited to, Chapter 5 (Powers and functions as determined by legislation or agreement)
- 4.7 Municipal System Act 2000, in particular, but not limited to sections 55 to 57
- 4.8 Any other applicable legislation specific to the Municipal Manager

MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION																		
10 – PROJECT AND ENHANCE OUR ENVIRONMENTAL ASSETS AND NATURAL RESOURCES																		
13 - A COMPREHENSIVE, RESPONSIVE AND SUSTAINABLE SOCIAL PROTECTION SYSTEM																		
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):																		
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGS)																		
CIRCULAR 88 REPORTING REFORMS																		
SDG 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.																		
SUSTAINABLE DEVELOPMENT GOAL (SDG)																		
16 - PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE AND INCLUSIVE INSTITUTIONS AT ALL LEVELS.																		
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES																		
MANGAUNG STRATEGIC RISKS																		
PROGRAMM E/PROJECT	STRATEGIES	2020/2021 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2021/2022	SDBIP OUTPUT KEY PERFORMANCE INDICATOR OR	SDBIP TARGET 2021/2022	Quarter One Target (July – Sept 2021)	Quarter Two Target (Oct – Dec 2021)	Quarter Three Target (Jan – Mar 2022)	Quarter Four Target (Apr – Jun 2022)	Assessment Score					Total Weighting	Motivation for under performance and exceptional performance	
											1	2	3	4	5			
Crime prevention projects	Baseline will be available by end of 2019/2020 Fin year	Number of crime prevention activities, targeting known hotspots	12 Crime prevention activities to be conducted targeting known hotspots	12 Crime prevention activities to be conducted targeting known hotspots	12 Crime prevention activities to be conducted targeting known hotspots	12 Crime prevention activities to be conducted targeting known hotspots	3 Crime prevention activities to be conducted targeting known hotspots	3 Crime prevention activities to be conducted targeting known hotspots	3 Crime prevention activities to be conducted targeting known hotspots	3 Crime prevention activities to be conducted targeting known hotspots								
Street Trading by – law enforcement	Baseline will be available by end of 2019/2020 Fin year	Number of street trading operations to enforce by-laws	12 Street trading operations to be conducted	12 Street trading operations to be conducted	12 Street trading operations to be conducted	12 Street trading operations to be conducted	3 Street trading operations to be conducted	3 Street trading operations to be conducted	3 Street trading operations to be conducted	3 Street trading operations to be conducted								
Un-roadworthy vehicles Road safety project	Baseline will be available by end of 2019/2020 Fin year	Number of notices issued to motorist driving un roadworthy vehicles	1 000 Notices to motorist driving un roadworthy vehicles	1 000 Notices to motorist driving un roadworthy vehicles	1 000 Notices to motorist driving un roadworthy vehicles	1 000 Notice issued to motorist driving un roadworthy vehicles	250 Notices issued to motorist driving un roadworthy vehicles	250 Notices issued to motorist driving un roadworthy vehicles	250 Notices issued to motorist driving un roadworthy vehicles	250 Notices issued to motorist driving un roadworthy vehicles								

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MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION														
10 – PROTECT AND ENHANCE OUR ENVIRONMENTAL ASSETS AND NATURAL RESOURCES														
13 - A COMPREHENSIVE, RESPONSIVE AND SUSTAINABLE SOCIAL PROTECTION SYSTEM														
INCLUSION AND ACCESS														
IMPROVED QUALITY OF LIFE														
BUILDING SOCIAL COHESION														
ENVIRONMENT AND WASTE														
FIRE AND EMERGENCY SERVICES														
SDG 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.														
16 - PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE AND INCLUSIVE INSTITUTIONS AT ALL LEVELS.														
SERVICE DELIVERY IMPROVEMENT														
<ul style="list-style-type: none"> ▪ FINANCIAL INSTABILITY ▪ UNPLANNED INFRASTRUCTURE DEMAND 														
MANGAUNG STRATEGIC RISKS														
PROGRAMM E/PROJECT	STRATEGIES	2020/2021 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2021/2022	SDBIP OUTPUT KEY PERFORMANCE INDICATOR OR	SDBIP TARGET 2021/2022	Quarter One Target (July – Sept 2021)	Quarter Two Target (Oct – Dec 2021)	Quarter Three Target (Jan – Mar 2022)	Quarter Four Target (Apr – Jun 2022)	Assessment Score	Weighting	Total Weighting	Motivation for under performance and exceptional performance
							1	2	3	4	5			
Driver fitness road safety project	Baseline will be available by end of 2019/2020 Fin year	Number of notices issued to motorist driving without safety belts	1000 Notices issued to motorist driving without safety belts	1000 Notices issued to motorist driving without safety belts	1000 Notices issued to motorist driving without safety belts	1000 Notices issued to motorist driving without safety belts	250 Notices issued to motorist driving without safety belts	250 Notices issued to motorist driving without safety belts	250 Notices issued to motorist driving without safety belts	250 Notices issued to motorist driving without safety belts				
Contravention management system	Advertise automated contravention systems.	Contravention systems not used at present by Public Safety Sub-Directorate	Implement the use of the services of a contravention system to record traffic and criminal offences	Develop specifications for a contravention system to record traffic and criminal offences	Procure the services of a contravention system to record traffic and criminal offences	Maintenance of a contravention system to record traffic and criminal offences	Installation of hardware and software on personal computers.	Training of employees	Contravention system fully operational	Contravention system fully operational				

- 16 - | Page

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MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION														
10 - PROTECT AND ENHANCE OUR ENVIRONMENTAL ASSETS AND NATURAL RESOURCES														
13 - A COMPREHENSIVE, RESPONSIVE AND SUSTAINABLE SOCIAL PROTECTION SYSTEM														
INCLUSION AND ACCESS														
IMPROVED QUALITY OF LIFE														
BUILDING SOCIAL COHESION														
ENVIRONMENT AND WASTE														
FIRE AND EMERGENCY SERVICES														
SDG 15 - PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.														
16 - PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE AND INCLUSIVE INSTITUTIONS AT ALL LEVELS.														
SERVICE DELIVERY IMPROVEMENT														
<ul style="list-style-type: none"> ▪ FINANCIAL INSTABILITY ▪ UNPLANNED INFRASTRUCTURE DEMAND 														
PROGRAMM E/PROJECT	2020/2021 PAST YEAR PERFORMANCE	STRATEGIES	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2021/2022	SDBIP OUTPUT KEY PERFORMANCE INDICATOR OR	SDBIP TARGET 2021/2022	Quarter One Target (July – Sept 2021)	Quarter Two Target (Oct – Dec 2021)	Quarter Three Target (Jan – Mar 2022)	Quarter Four Target (Apr – Jun 2022)	Assessment Score	Weighting	Total Weighting	Motivation for under performance and exceptional performance
							1	2	3	4	5			
Parking meters	Parking meter systems not in use at present by Public Safety Sub-Directorate	Draw specs for the advertisement and the procurement of parking meters	Re-introduce the use of parking meter systems within the municipality	Develop specifications for parking meters	Drafting of specifications for advertisement of formal quotations	Procure the parking meter systems	Submit Specifications to SCM	Closing of Advertisement at SCM	Placing of Order to Appointed Supplier	Delivery of Parking meters				
CCTV cameras	Installed CCTV cameras in identified crime hotspots	Crime prevention initiative	Number of CCTV Cameras procured	CCTV Cameras procured	Number of CCTV Cameras procured	Procurement of CCTV Cameras	Submit Specifications to SCM	Closing of Advertisement at SCM	Placing of Order to Appointed Supplier	Delivery of CCTV Cameras				
Speed law enforcement fixed cameras	Speed law enforcement cannot be enforced due to cancellation of the contract by the service provider (TVS)	Speed contributes to accidents hence enforcement of traffic transgression	Appointment of a service provider for procurement of Speed Law Enforcement	Fixed cameras procured	Number of fixed cameras procured	Procurement of speed law enforcement fixed cameras	Submit Specifications to SCM	Closing of Advertisement at SCM	Placing of Order to Appointed Supplier	Delivery of fixed speed law enforcement cameras				

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NATIONAL KEY PERFORMANCE AREA (NKPA):		MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION																		
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		10 – PROTECT AND ENHANCE OUR ENVIRONMENTAL ASSETS AND NATURAL RESOURCES 13 - A COMPREHENSIVE, RESPONSIVE AND SUSTAINABLE SOCIAL PROTECTION SYSTEM																		
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS																		
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION ENVIRONMENT AND WASTE FIRE AND EMERGENCY SERVICES																		
CIRCULAR 88 REPORTING REFORMS		SDG 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.																		
SUSTAINABLE DEVELOPMENT GOAL (SDG)		16 - PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE AND INCLUSIVE INSTITUTIONS AT ALL LEVELS.																		
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT																		
MANGAUNG STRATEGIC RISKS		<ul style="list-style-type: none"> FINANCIAL INSTABILITY UNPLANNED INFRASTRUCTURE DEMAND 																		
PROGRAMME/PROJECT	2020/2021 PAST YEAR PERFORMANCE	STRATEGIES	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2021/2022	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2021/2022	Quarter One Target (July – Sept 2021)	Quarter Two Target (Oct – Dec 2021)	Quarter Three Target (Jan – Mar 2022)	Quarter Four Target (Apr – Jun 2022)	Assessment Score	Weighting	Total Weighting	Motivation for under performance and exceptional performance						
		s to promote road safety	Fixed Cameras	Upgrading and installation of Biometrics system at Bram Fischer Building	Upgrading and installation of Biometrics system at Bram Fischer Building	Upgrading and installation of Biometrics system at Bram Fischer Building	Advertisement at SCM	Appointment of Service Provider & Appointed Service Provider to do a need analysis for upgrading of biometrics system	Submit requisition to SCM to create an official or	Upgrading of biometrics system to be completed.	1	2	3	4	5					
Upgrading of biometrics system at Bram Fischer building	Funds must be made available so that the Sub Directorate can start with the process of the upgrading of the system.	Create a safe and secure work environment for employee of Mangaung Municipality	Upgrading and installation of Biometrics system at Bram Fischer Building	Upgrading and installation of Biometrics system at Bram Fischer Building	Upgrading and installation of Biometrics system at Bram Fischer Building	Upgrading of biometrics system at Bram Fischer Building	Advertisement at SCM	Appointment of Service Provider & Appointed Service Provider to do a need analysis for upgrading of biometrics system	Submit requisition to SCM to create an official or	Upgrading of biometrics system to be completed.										
Security scanners	None	Create a safe and secure work environment for employee	Security Scanners procured	Security Scanners procured	Number of security scanners procured	Procurement of security scanners	Submit Specifications to SCM	Closing of Advertisement at SCM	Placing of Order to	Delivery of Security scanners										

- 18 - | Page

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NATIONAL KEY PERFORMANCE AREA (NKPA):		MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION																
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):		10 – PROTECT AND ENHANCE OUR ENVIRONMENTAL ASSETS AND NATURAL RESOURCES 13 - A COMPREHENSIVE, RESPONSIVE AND SUSTAINABLE SOCIAL PROTECTION SYSTEM																
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF):		INCLUSION AND ACCESS																
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION																
CIRCULAR 88 REPORTING REFORMS		ENVIRONMENT AND WASTE FIRE AND EMERGENCY SERVICES																
SUSTAINABLE DEVELOPMENT GOAL (SDG)		SDG 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.																
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		16 - PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE AND INCLUSIVE INSTITUTIONS AT ALL LEVELS. SERVICE DELIVERY IMPROVEMENT																
MANGAUNG STRATEGIC RISKS		<ul style="list-style-type: none"> FINANCIAL INSTABILITY UNPLANNED INFRASTRUCTURE DEMAND 																
PROGRAMME/PROJECT	STRATEGIES	2020/2021 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2021/2022	SDBIP OUTPUT KEY PERFORMANCE INDICATOR	SDBIP TARGET 2021/2022	Quarter One Target (July – Sept 2021)	Quarter Two Target (Oct – Dec 2021)	Quarter Three Target (Jan – Mar 2022)	Quarter Four Target (Apr – Jun 2022)	Assessment Score					Total Weighting	Motivation for under performance and exceptional performance	
											1	2	3	4	5			
Clamping equipment	Draw specification for the procurement of clamping equipment to discourage illegal parking.	The function lies Public safety previously.	Number of Clamping equipment procured	Purchase clamping equipments	10 Number of Clamping equipment procured	10 Clamping equipment	Submit Specifications to Supply Chain Management	Closing of Advertisement at SCM	Placing of the order to appointed supplier.	Delivery of clamps								

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- 19 - | Page
KJF-T-A

MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION														
10 - PROTECT AND ENHANCE OUR ENVIRONMENTAL ASSETS AND NATURAL RESOURCES														
13 - A COMPREHENSIVE, RESPONSIVE AND SUSTAINABLE SOCIAL PROTECTION SYSTEM														
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)														
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)														
CIRCULAR 88 REPORTING REFORMS														
SDG 15 - PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.														
SUSTAINABLE DEVELOPMENT GOAL (SDG)														
16 - PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE AND INCLUSIVE INSTITUTIONS AT ALL LEVELS.														
SERVICE DELIVERY IMPROVEMENT														
<ul style="list-style-type: none"> ▪ FINANCIAL INSTABILITY ▪ UNPLANNED INFRASTRUCTURE DEMAND 														
PROGRAMM E/PROJECT	STRATEGIES	2020/2021 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2021/2022	SDBIP OUTPUT KEY PERFORMANCE INDICATOR OR	SDBIP TARGET 2021/2022	Quarter One Target (July – Sept 2021)	Quarter Two Target (Oct – Dec 2021)	Quarter Three Target (Jan – Mar 2022)	Quarter Four Target (Apr – Jun 2022)	Assessment Score	Weighting	Total Weighting	Motivation for under performance and exceptional performance
							1	2	3	4	5			
Two Way Radios	Draw specifications for the closed radios signal that will be in a position to be linked to the SAPS. (Base and Hand held radios)	The Public safety used different type of radios that would modified to comply to SAP standards	Number of Two-Way Radios 240	Two Way Radios 240	Number of Two-Way Radios to be procured to be 240	Two-Way Radios procurement of two-way radios and base	Submit Specifications to SCM	Closing of Advertisemen t at SCM	Placing of the order to appointed supplier.	Delivery of service				
9mm Handguns	To draw specifications for Handguns to ensure safety of metro police members	Metro Police Service to be equipped with necessary tools of trade for the performance of functions	Number of 9mm Handguns 280	Purchase 280 9mm Handguns	280 Number of 9mm Handguns	280 (mm handguncs to pocured 9mm Handguns	Submit the specification to Supply Chain as an urgency matter for better service and launch.	Closing of Advertisemen t at SCM	Placing of the order to appointed supplier.	Delivery of service				
12 Gauge Shotguns	To draw specifications for Shotguns	Metro Police Service to be equipped with	Number of Gauge Shotguns	40 Gauge Shotguns	40 Number	40 Gauge Shotguns	Submit Specifications to Supply	Closing of Advertisemen t at SCM	Placing of the order to	Delivery of service				

- 20 - | Page

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MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION																			
10 - PROTECT AND ENHANCE OUR ENVIRONMENTAL ASSETS AND NATURAL RESOURCES																			
13 - A COMPREHENSIVE, RESPONSIVE AND SUSTAINABLE SOCIAL PROTECTION SYSTEM INCLUSION AND ACCESS																			
IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION																			
ENVIRONMENT AND WASTE FIRE AND EMERGENCY SERVICES																			
SDG 15 - PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.																			
16 - PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE AND INCLUSIVE INSTITUTIONS AT ALL LEVELS.																			
SERVICE DELIVERY IMPROVEMENT																			
<ul style="list-style-type: none"> FINANCIAL INSTABILITY UNPLANNED INFRASTRUCTURE DEMAND 																			
PROGRAMM E/PROJECT	STRATEGIES	2020/2021 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE INDICATOR	IDP TARGET 2021/2022	SDBIP OUTPUT KEY PERFORMANCE INDICATOR OR	SDBIP TARGET 2021/2022	Quarter One Target (July - Sept 2021)	Quarter Two Target (Oct - Dec 2021)	Quarter Three Target (Jan - Mar 2022)	Quarter Four Target (Apr - Jun 2022)	Assessment Score	Weighting	Total Weighting	Motivation for under performance and exceptional performance					
											1	2	3	4	5				
Bullet proof Vests	to ensure safety of metro police members Draw specifications for the procurement of Bullet proof vests	necessary tools of trade for the performance of functions Public safety used these items but are sufficient Metro Police	Purchase of Bullet proof Vests	Availability of 240 Bullet proof Vests	Availability of 240 Bullet proof Vests	Bullet 240 proof Vests	Submit Specifications to Supply Chain Management	Closing of Advertisement at SCM	Placing of the order to appointed supplier.	Delivery of service									
Professional (expert services Provider (project manager	Draw specifications for the appointment of a professional body who would assist with the municipality in the implementation of the	New matter	Appointment of professional expert	Appointment of professional expert	Appointment of professional body	Appoint the professional body	Submit Specifications to Supply Chain Management	Closing of Advertisement at SCM	Placing of the order to appointed supplier.	Appointed member Delivery of service									

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MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION																				
10 – PROTECT AND ENHANCE OUR ENVIRONMENTAL ASSETS AND NATURAL RESOURCES 13 - A COMPREHENSIVE, RESPONSIVE AND SUSTAINABLE SOCIAL PROTECTION SYSTEM INCLUSION AND ACCESS																				
IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION ENVIRONMENT AND WASTE FIRE AND EMERGENCY SERVICES																				
SDG 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.																				
16 - PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE AND INCLUSIVE INSTITUTIONS AT ALL LEVELS.																				
SERVICE DELIVERY IMPROVEMENT																				
<ul style="list-style-type: none"> ▪ FINANCIAL INSTABILITY ▪ UNPLANNED INFRASTRUCTURE DEMAND 																				
PROGRAMM E/PROJECT	STRATEGIES	2020/2021 PAST YEAR PERFORMANCE	IDP OUTCOME KEY PERFORMANCE ANCE INDICATOR	IDP TARGET 2021/2022	SDBIP OUTPUT KEY PERFOR MANCE INDICAT OR	SDBIP TARGET 2021/2022	Quarter One Target (July – Sept 2021)	Quarter Two Target (Oct – Dec 2021)	Quarter Three Target (Jan – Mar 2022)	Quarter Four Target (Apr – Jun 2022)	Assessment Score	Weighting	Total Weighting	Motivation for under performance and exceptional performance						
											1	2	3	4	5					
Launch of MMPD & inauguration	To Identify a plenary team for that would strategize launch	New matter	Launch the Manguang Metro Police Department and inauguration	Establish municipal police service on the 24 Aug 2021	Metro Police launched	Train members of the law enforcement unit that qualify for conversion to Metro Police service	Train members of the law enforcement unit that qualify for conversion to Metro Police	Train members of the law enforcement unit that qualify for conversion to Metro Police	Train members of the law enforcement unit that qualify for conversion to Metro Police	Train members of the law enforcement unit that qualify for conversion to Metro Police										
Safer city summit	Develop safer city strategy for the municipality	Application to establish metro police not yet approved	Safer city established to promote safety within the municipality	Monitor and review the established safer city project	Establish a safer city project for Manguang Metro Police Service	Introduce a safer city project.	Submit Draft to Council for approval	Review and do amendments	Resubmit for approval	Establish Safer City strategy for the municipality.										

MBC
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- 22 - | Page
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GOOD GOVERNANCE

GOVERNANCE									
Legislative KPAs	Basic Service Delivery and Good Governance and Public Participation	IDP KPA	Good Governance	KPA No (No in the IDP e.g.3)					
				Annual Report Final	1	2	3	4	5
Ensure good governance and effective management of the department	KPI	Target	Motivation for under performance and exceptional performance	Assessment Score					
	% spent on the departmental capital budget	95% Capex spend	Annual Report Final	1	2	3	4	5	
	% spent on Covid-19 funds	95% spent on Covid-19 funds	1st Biannual Report	95% Capex spend					
	% Implementation of the Financial Recovery Plan	100% Implementation of the Financial Recovery Plan	1st Biannual Report	95% spent on Covid-19 funds					
	Annual procurement plan concluded and implemented as it relates to the department	100% implementation of annual procurement plan of the department	1st Biannual Report	100% Implementation of the Financial Recovery Plan					
% implementation of audit plan to address audit issues related to the department	100% implementation of audit plan to address audit issues related to the department	1st Biannual Report	100% implementation of annual procurement plan of the department						
% of staff whose performance is managed in line with the city's policy, procedure and/ or generally accepted good practices of	100% of staff whose performance is managed in line with the city's policy, procedure and/ or generally accepted good practices of managing	1st Biannual Report	100% implementation of audit plan to address audit issues related to the department						
% of staff whose performance is managed in line with the city's policy, procedure and/ or generally accepted good practices of	100% of staff whose performance is managed in line with the city's policy, procedure and/ or generally accepted good practices of managing	1st Biannual Report	100% of staff whose performance is managed in line with the city's policy, procedure and/ or generally accepted good practices of managing						

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GOVERNANCE						
Legislative KPAs	Basic Service Delivery and Good Governance and Public Participation		IDP KPA	Good Governance		KPA No (No in the IDP e.g.3)
	KPI	Target	1 st Biannual Report	Annual Report Final	Motivation for under performance and exceptional performance	
IDP Objective	managing performance in local government	performance in local government	performance in local government	performance in local government		1
	Provision of inputs into the city's planning processes and risk management within stipulated time frames and in line with quality requirements	Provision of inputs into the city's planning processes and risk management	Provision of inputs into the city's planning processes and risk management	Provision of inputs into the city's planning processes and risk management		2
Ensure good governance and effective management of the department	% Compliance with the city's system of delegation policy	100% compliance with the city's system of delegation policy	100% compliance with the city's system of delegation policy	100% compliance with the city's system of delegation policy		3
	Percentage increase in implementation of the city's SDBIP	100% implementation of the city's SDBIP	100% implementation of the city's SDBIP	100% implementation of the city's SDBIP		4
	% implementation of employment equity targets set for department in the city's employment equity plan	100% implementation of employment equity targets set for department in the city's employment equity plan	50% implementation of employment equity targets set for department in the city's employment equity plan	100% implementation of employment equity targets set for department in the city's employment equity plan		5
	% adherence to targets set by the city on the subnational programme of doing business for the department	100% adherence to targets set by the city on the subnational programme of doing business for the department	50% adherence to targets set by the city on the subnational programme of doing business for the department	100% adherence to targets set by the city on the subnational programme of doing business for the department		

Signed and accepted by: _____

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-24 - Page
KJ 7.A

Job title: _____

Date: _____

Signed by the Acting City Manager on behalf of the Mangaung Metro Municipality Council

Date: _____

6. CONSOLIDATED SCORE SHEET

Key Performance Area	Weighting	City Manager's Rating	HOD's Rating	Final / Consolidated Score	Reason for Final Score
1					
2					
3					
4					
5					
6					
7					
Total:	100	Final Score			

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 -25-|Page
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**7. CONTROL SHEET
TO BE UPDATED BY ACTING CITY MANAGER**

PLANNING PHASE			
Date of 1st planning meeting		Date of 2nd planning meeting	
Date copy of performance plan handed to HOD		Acting City Manager	

COACHING PHASE

(Keep a record of meetings held to give feedback to the HOD on performance related issues)			
Date of Feedback Meeting	Performance issue discussed and corrective action to be taken		
Date of formal half year review			
REVIEWING PHASE			
Date HOD notified of formal review meeting			
Date of 1st review meeting			
Date of 2nd Review meeting			
Date of 3rd Review meeting			
Date of 4th Review meeting			
Acting City Manager		Signature	

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Annexure B

PERSONAL DEVELOPMENT PLAN

(To be completed by the HOD)

MUNICIPALITY: *Mangaung Metropolitan Municipality*

INCUMBENT: *Commissioner K I Kgamanyane*

SALARY: _____

JOB TITLE: *Executive Head: Mangaung Metro Police Department*

REPORT TO: _____

<p>1. What are the competencies required for this job (refer to competency profile of job description)?</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p>2. What are competencies from the above list, does the job holder already possess?</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p>3. What then are the competency gaps? (if the job holder possesses all the necessary competencies, complete No's 5 and 6).</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p>4. Actions/Training interventions to address the gaps/needs</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>

g.d. MBC 27 | Page
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<p>5. Indicate the competencies required for future career progression/development</p> <hr/> <hr/> <hr/> <hr/>
<p>6. Action/Training interventions to address future progression</p> <hr/> <hr/> <hr/> <hr/>
<p>7. Comments/Remarks of the Incumbent</p> <hr/> <hr/> <hr/> <hr/>
<p>8. Comments/Remarks of the supervisor</p> <hr/> <hr/> <hr/> <hr/>

Agreed upon

Signature: _____
Acting City Manager: _____
Date: _____

Signature: _____
Incumbent: _____
Date: _____