



CITY OF
TSHWANE
IGNITING EXCELLENCE

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**THE CITY OF TSHWANE
AS REPRESENTED BY CITY MANAGER
DR MOEKETSI EMMANUEL MOSOLA**

AND

**MR JAMES MURPHY
CHIEF OPERATIONS OFFICER**

FOR THE FINANCIAL YEAR

1 JULY 2019 - 30 JUNE 2020

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The City of Tshwane (CoT) herein represented by **Dr Moeketsi Mosola** in his/her capacity as City Manager (hereinafter referred to as the **Employer** or Supervisor)

and

Mr James Murphy, Chief Operations Officer, 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 56 of the Local Government: Municipal Systems Act 32 of 2000, as amended, ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties"
- 1.2 Section 56 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 the relevant Sections of the Systems Act

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of the Systems Act as well as the employment contract entered into between the parties,
- 2.2 specify national and municipal key performance areas (KPA's), key performance indicators (KPI's) and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality,
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement,
- 2.4 specify and plan for competency gaps as set out in a personal development plan (PDP), which forms an annexure to the performance agreement (a PDP for addressing developmental gaps which have been identified during the previous financial year must form part of the annual revised performance agreement);
- 2.5 monitor and measure performance against set targeted outputs,
- 2.6 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job,
- 2.7 in the event of outstanding performance, to appropriately reward the employee; and

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- 2.8 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on **1 July 2019** and will remain in force until **30 June 2020**. Thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof
- 3.2 The parties will review the provisions of this Agreement during June to July each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year not later than 31 July of each successive financial year for the next financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon. The **Employee** will be fully consulted before any such change is made
- 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 must by mutual agreement between the parties, immediately be revised

4 KEY PERFORMANCE AREAS (KPA's)

- 4.1 The Performance Plan (Annexure A) sets out-
- 4.1.1 the KPA's, KPI's and targets that must be met by the **Employee**, and
 - 4.1.2 the time frames within which those KPA's, KPI's and targets must be met
- 4.2 The KPA's, KPI's and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include KPA's, KPI's and targets, target dates and weightings
- 4.2.1 The KPA's describe the main tasks that need to be done
 - 4.2.2 The KPI's provide the details of the evidence that must be provided to show that a KPA has been achieved
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the KPA's to each other.

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**


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- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80/20 allocated to the KPA's and the Core Managerial Competencies (CMCs) respectively
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score
- 5.5.3 KPA's covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment
- 5.6 The **Employee's** assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per the attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**.
- 5.7 The CCR's / CMC's will make up the other 20% of the **Employee's** assessment score. The CMCs of the Chief Operations Officer are in Annexure A to this agreement

CORE MANAGERIAL COMPETENCIES (CMC)	WEIGHT
Financial Management (compulsory)	5
Service Delivery Innovation	2
Governance Leadership	4
Client Orientation and Customer focus (compulsory)	3
People Management and Empowerment (Compulsory)	6
Total weight	20

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the **Employee's** performance, and
- 6.1.2 the intervals for the evaluation of the **Employee's** performance
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 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
- 6.5.1 **Assessment of the achievement of results as outlined in the performance plan:**
- (a) Each KPA and its indicator(s) will be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

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- (b) An indicative rating on the five-point scale will be used for each KPA and indicator (see paragraph 6.6)

6.5.2 Assessment of the CCR's

- (a) Each applicable CCR and its indicator(s) will be assessed according to the extent to which the performance indicators and standards have been met
- (b) An indicative rating on the five-point scale will be provided for each CCR and indicator (see paragraph 6.6).
- (c) This rating will be multiplied by the weighting given to each CCR during the contracting process, to provide a score

6.5.3 Overall rating

An overall rating will be calculated. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs

Description		Rating
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	5
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.	4
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	3
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	2
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	1

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6.7 Each KPI (outputs and CCR's / CMC's) will be rated according to the abovementioned five-point scale. The score of each KPI is calculated as follows.

$$\text{Weight per indicator} \times \frac{\text{rate}}{3}$$

The sum of respectively all the output KPI scores and all the CCR /CMC KPI scores is converted to 80% and 20%. The sum of these two scores is used for calculating performance bonuses (see paragraph 11.2)

6.8 For purposes of evaluating the annual performance of the Chief Operations Officer an evaluation panel constituted of the following persons must be established -

- 6.8.1 City Manager
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee,
- 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
- 6.8.4 City Manager from another municipality

7. SCHEDULE FOR PERFORMANCE COACHING

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

First quarter (July to September)	October 2019
Second quarter (October to December)	February 2020
Third quarter (January to March)	May 2020
Fourth quarter (April to June)	August 2020

7.2 The responsibility for rescheduling a canceled 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** shall keep a record of the mid-year coaching and annual assessment meetings

7.5 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance

7.6 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

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

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

9.1.1 create an enabling environment to facilitate effective performance by the employee,

9.1.2 provide access to skills development and capacity building opportunities,

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- 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**,
- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement, and
- 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement

10. CONSULTATION

- 10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –
 - 10.1.1 a direct effect on the performance of any of the **Employee's** functions;
 - 10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
 - 10.1.3 a substantial financial effect on the **Employer**
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

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 the 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 of 130% - 149%	Significantly above Expectation	5% - 9% of Total Package
3	Score of 100% - 129%	Fully effective	0%
2	Below 100%	Not fully Effective and Unacceptable Performance	No Bonus but Remedial Action is required

- 11.3 In the case of unacceptable performance, the **Employer** shall –
 - 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance, and
 - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties

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12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or salary increment in the agreement, must be mediated by -
 - (a) In the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC; and
 - (b) In case of the Chief Operations Officer, the City Manager within thirty (30) days of receipt of a formal dispute from the employee.

- 12.2 Any disputes about the outcome of the employee's performance evaluation, must be mediated by-
 - (a) In the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC, and
 - (b) In case of the Chief Operations Officer, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4) (e) within thirty (30) days of receipt of a formal dispute from the employee.

- 12.3 In the event that the mediation processes contemplated above fails, clause 22 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 **Employee** in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments

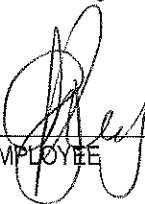
- 13.3 The performance assessment results must be submitted to the Mayoral Committee of the CoT within thirty (30) days after conclusion of the assessment

Thus done and signed at Pretoria on this the 31 day of July 2019

AS WITNESSES

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2. _____





EMPLOYEE

AS WITNESSES

1.  _____

2. _____

EMPLOYER



ANNEXURE A PERFORMANCE PLAN

FOR

**MR JAMES MURPHY
CHIEF OPERATIONS OFFICER**

James Murphy
W.C. Murphy

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1. PURPOSE

The performance plan defines the Council's expectations of the Chief Operations Officer, performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and SDBIP, as reviewed annually

2. OBJECTIVES OF LOCAL GOVERNMENT

The following objectives of local government informed the IDP of the CoT and will inform the Chief Operations Officer's performance against set performance indicators.

- (a) Provide democratic and accountable government for local communities
- (b) Ensure the provision of services to communities in a sustainable manner
- (c) Promote social and economic development
- 2.4 Promote a safe and healthy environment
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

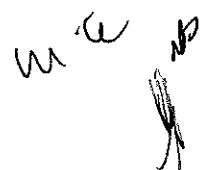
3. SCORECARD OF THE CHIEF OPERATIONS OFFICER

3.1 The City of Tshwane approved 5 strategic pillars in the IDP of 2017-2021. The targets to achieve the objectives for the FY2019-20 are defined in the Council approved IDP and SDBIP. The Chief Operations Officer is to ensure that commitments made by the City Manager pertaining the cluster are achieved

The scorecard of the Chief Operations Officer is made up of the following

- Core managerial competencies of the Chief Operations Officer (3.2 below)
- Core service delivery targets of the Chief Operations Officer (3.3 below)

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3.2 CORE MANAGERIAL COMPETENCIES OF THE CHIEF OPERATIONS OFFICER

The core managerial competencies form 20% of the Chief Operations Officer's total score. The core managerial competencies consist of the following and are scored as follows:

CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE COO	Weight	Target	Frequency	Evidence
Financial Management (Compulsory)	5 A city that is open, honest and responsive	<ul style="list-style-type: none"> Ensuring financial synergy (balance between where to invest, where to harvest, how to balance risk and how to ensure customers pay) Ensure financial liquidity (ability to be in a positive cash flow position, to be able to pay our short term financial obligations) Effective and efficient revenue, debtor and credit rating system. The system must ensure financial synergies that will ensure the optimum receipt of payment for services provided. Re-evaluation of the financial management system. An improved credit rating to; negotiate better terms with regards external funding and loans, increase the level of public private partnership interventions and funding from both Provincial and National Government. 	Expenditure Management programme % of creditors paid within 30 days.	1	100%	Quarterly	*SAP quarterly report and excel spreadsheet that outlines: Name of the service provider, vendor number, date of receipt of invoice, date of payment and the days taken to pay the service provider.
			Number of purchase orders issued prior to work being performed	1	100%	Quarterly	*Quarterly report from expenditure management on PO's issued after invoice date *excel spreadsheet relevant to the department/ cluster that outlines: Name of service provider, date PO was issued and the invoice date
			Grants and subsidies % of external grant funding spent in line with quarterly plans	1	100%	Quarterly	* Report on grant received and the expenditure in line with donors' requirements.
			Asset management programme % complaints with requirements of the asset management policy, MFMA and Standards of GRAP	1	100%	Quarterly	*Certificate from Group Finance on Asset register

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CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE COO	Weight	Target	Frequency	Evidence
			Minimum Competency Levels Number of minimum competency certificate or progress reports Regulations, R493 of 2007 by the COO and his/her direct reports	1	100% (aligned to number of direct reports including the incumbent)	Quarter 1 and 4	*Assessment or certificate of acquired competence
Service Delivery Innovation	5 A city that is open, honest and responsive	<ul style="list-style-type: none"> Internal control system encompassing legislation, policies, procedures and people. Directing and control management activities with good systems and processes. Focus on the integration of systems and processes. Managing our processes to achieve economies of scale or value chain integration. Establishment of entities in line with Section 93(F) of the Local Government Municipal Systems Act 	Corporate portfolio Management Programme % achievement of targets on the business plans	1	100%	Quarterly	*Circular 1 report indicating % of achievement
			% achievement of executive commitments and Strategic Planning Session (SPS) against the plan	1	100%	Quarterly	*Status report from OEM and *Status report from OCM
Human Capital Management	5 A city that is open, honest and responsive	<ul style="list-style-type: none"> Capacitate people on business processes to be effective leaders. Putting in place processes and steps to create entrepreneurship, ownership and instil a sense of pride in achieving the vision and mission of CoT. Effective decision-making through empowered leaders. Building continuity and sustainability of institutional arrangements. 	Optimised human capital programme % of staff sent for training courses.	1	100% against the plan	Quarterly	*Approved work skills plan and training report from Departments or training centres against approved work skills plan and proof of attendance from TLMA
			% of grievances (step 1 & 2) and disciplinary cases finalised within the stipulated timeframes	1	100%	Quarterly	* Status report of grievances from Group Human Capital Management and

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CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE COO	Weight	Target	Frequency	Evidence
		<ul style="list-style-type: none"> Leadership taking ownership of decision and results. Building a centre of excellence through research and development. The implementation of the Tshwane Service Excellence awards is an initiative in this strategic objective To implement effective Change Management initiatives in department or region 					* Status report on disciplinary cases from Group Legal and Secretariat Services
			Occupational Health and safety (OHS): % compliance to Occupational Health and Safety (OHS) requirements/ procedures within each Dept/Division/Section within the financial year	1	100%	Quarterly	*100% Compliance to OHS (Status Report from Group Human Capital)
			Individual Performance Management % of quarterly coaching sessions of subordinates takes place against approved performance agreements.	1	100%	Quarterly	*Attendance register and coaching minutes / instruction, rating sheet signed by the incumbent and the supervisor
			% of employees (direct reports) signed Performance Agreement with Plan for the FY 2019/20	1	100%	Quarter 1 and 3	*Signed Performance Agreements with performance plan
			% implementation of change management action plans	1	100%	Quarterly	*Status Report from Group Human Capital indicating the implementation status on each change management action plan
Governance Leadership	5 A city that is open, honest and responsive	Able to promote, direct and apply professionalism in managing risk and compliance requirements of the Department/Division/Section and apply a thorough understanding of governance practices and obligations.	Governance Leadership % of MAYCO, EXCO and Council commitments/resolution implemented	1	100%	Quarterly	*Quarterly Progress Report
			Audit programme % of AG and internal audit issues related to the department resolved.	1	100%	Quarterly	*MCAM/MLOG progress report from Internal audit indicating % of AG and internal audit findings resolved

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CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE COO	Weight	Target	Frequency	Evidence
			% of repeat findings (both internal and external audit)	1	0%	Quarterly for internal audit and annually for external audit	*MCAM/MLOG progress report from Internal audit showing % of repeat findings
			Risk management % of risk management plan implemented	1	100%	Quarterly	* Quarterly report
Client Orientation and Customer Focus (Compulsory)	5 A city that is open, honest and responsive	<ul style="list-style-type: none"> • Having satisfied customers. • Positive customer relationships. • Implement Batho Pele to ensure an accessible and accountable service. 	Customer relationship management programme % responses to petitions within the stipulated timelines	1	100%	Quarterly	*Certificate of compliance or report from the Office of Speaker on the petitions resolved.
			% of public protector cases and Promotion of Access to information (PAIA) requests responded to within the stipulated timelines	1	100%	Quarterly	*Status report from the OCM on public protector and PAIA cases responded to.
			% of Presidential and Gauteng Premier Hotline cases responded to within the stipulated timelines	1	100%	Quarterly	*Quarterly status reports from OEM on presidential and Gauteng Premier hotline responses.
Total				20			

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3.3 DETAILED SCORECARD OF THE CHIEF OPERATIONS OFFICER

The following KPAs totalling a minimum of 80 points Chief Operations Officer (COO) of the scorecard apply.

The following dependencies apply:

- 1 Timeous approvals of relevant authorities
- 2 Cooperation to all communicated requirements by relevant stakeholders
- 3 Provision of required resources (human and financial) as requested
- 4 Timeous resolution of escalated risks by relevant decision makers.

KPA	Indicator	Weight	5 year target (2017-2021)	Cumulative baseline (18/19)	Target 2019/20	Quarterly roll-out of year end targets				Evidence Reference
						Q1	Q2	Q3	Q4	
Oversee that departments in the cluster achieve SDBIP targets	Number of households in formal areas with access to water (new metered connections-USD)	3	43 050 new connections (Total for Utility Services Department and Human Settlements Department)	4974	10000 new connections for the year	2200	2200	2600	3000	Departmental workbooks, quarterly reports submitted to CSOP and Quarterly performance report of the CoT
Oversee that departments in the cluster achieve SDBIP targets	Number of households in formal areas with access to water (new metered connections-HHS)	3	43 050 new connections (Total for Utility Services Department and Human Settlements Department)	942	4 332 new connections for the year	-	-	-	4 332 new connections for the year	Departmental workbooks, quarterly reports submitted to CSOP and Quarterly performance report of the CoT
Oversee that departments in the cluster achieve SDBIP targets	Percentage of formalised areas provided with weekly waste removal services (EAM)	3	100%	100%	100%	100%	100%	100%	100%	Departmental workbooks, quarterly reports submitted to CSOP and Quarterly performance report of the CoT.

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KPA	Indicator	Weight	5 year target (2017-2021)	Cumulative baseline (18/19)	Target 2019/20	Quarterly roll-out of year end targets				Evidence Reference
						Q1	Q2	Q3	Q4	
Oversee that departments in the cluster achieve SDBIP targets	Number of households with access to sanitation (new sanitation connections-USD))	2	20 961 (Total for Utility Services Department and Human Settlements Department)	429	570 new connections for the year	0	100	200	270	Departmental workbooks, quarterly reports submitted to CSOP and Quarterly performance report of the CoT.
Oversee that departments in the cluster achieve SDBIP targets	Number of households with access to sanitation (new sanitation connections-HHS)	2	20 961 (Total for Utility Services Department and Human Settlements Department)	438	7 032 new connections for the year	-	-	-	7 032 new connections for the year	Departmental workbooks, quarterly reports submitted to CSOP and Quarterly performance report of the CoT.
Oversee that departments in the cluster achieve SDBIP targets	Number of formal households with access to electricity (USD)	3	40 100	4466	7100 new connections for the year (EFA 5500 and application driven 1600)	900	1500	2400	2300	Departmental workbooks, quarterly reports submitted to CSOP and Quarterly performance report of the CoT.
Oversee that departments in the cluster achieve SDBIP targets	Kilometres of required municipal storm water drainage network provided (RT)	2	211 km	21,351 km	30 km for the year	1km	5km	0km	14km	Departmental workbooks, quarterly reports submitted to CSOP and Quarterly performance report of the CoT.

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KPA	Indicator	Weight	5 year target (2017-2021)	Cumulative baseline (18/19)	Target 2019/20	Quarterly roll-out of year end targets				Evidence Reference
						Q1	Q2	Q3	Q4	
Oversee that departments in the cluster achieve SDBIP targets	Kilometres of roads provided to the required standard	3	183 km	4,4007 km	30 km for the year	1km	5km	10km	14km	Departmental workbooks, quarterly reports submitted to CSOP and Quarterly performance report of the CoT.
Oversee that departments in the cluster achieve SDBIP targets	Kilometres of completed Tshwane Rapid Transit Bus lanes constructed and Intermodal Facilities	3	17,6 km	0,6 km	80% overall completion of the Capital Park Bridges and BRT lane	20% overall completion of the Capital Park Bridges and BRT lane	40% overall completion of the Capital Park Bridges and BRT lane	60% overall completion of the Capital Park Bridges and BRT lane	80% overall completion of the Capital Park Bridges and BRT lane	Departmental workbooks, quarterly reports submitted to CSOP and Quarterly performance report of the CoT.
Oversee that departments in the cluster achieve SDBIP targets	Kilometres of roads and storm water provided to the required standard (HHS)	3	Contribute to overall Roads and Storm water targets	9km	36.5km	-	-	-	36.5km	Departmental workbooks, quarterly reports submitted to CSOP and Quarterly performance report of the CoT.
Oversee that departments in the cluster achieve SDBIP targets	Number of informal settlements with access to rudimentary water services (HHS)	2	134 informal settlements provided with rudimentary water services	181	134 informal settlements	134 informal settlements	134 informal settlements	134 informal settlements	134 informal settlements	Departmental workbooks, quarterly reports submitted to CSOP and Quarterly performance report of the Co.
Oversee that departments in the cluster achieve SDBIP targets	Number of informal settlements with access to rudimentary sanitation services (HHS)	2	54 informal settlements provided with rudimentary sanitation	66	67 informal settlements	67 informal settlements	67 informal settlements	67 informal settlements	67 informal settlements	Departmental workbooks, quarterly reports submitted to CSOP and Quarterly performance report of the CoT.

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KPA	Indicator	Weight	5 year target (2017-2021)	Cumulative baseline (18/19)	Target 2019/20	Quarterly roll-out of year end targets				Evidence Reference
						Q1	Q2	Q3	Q4	
Oversee that departments in the cluster achieve SDBIP targets	Number of informal settlements formalised	2	32	1	8	-	-	-	8	Departmental workbooks, quarterly reports submitted to CSOP and Quarterly performance report of the CoT.
Oversee that departments in the cluster achieve SDBIP targets	Number of new income-earning opportunities facilitated by the City	3	104 000	11 814	27 000 for the year	8 000	5 000	5 000	9 000	Departmental workbooks, quarterly reports submitted to CSOP and Quarterly performance report of the CoT.
Oversee that departments in the cluster achieve SDBIP targets	Percentage of City of Tshwane clinics providing mother-to-child health services	3	100%	100%	100%	100%	100%	100%	100%	Departmental workbooks, quarterly reports submitted to CSOP and Quarterly performance report of the CoT.
Oversee that departments in the cluster achieve SDBIP targets	Percentage of City of Tshwane PHC fixed clinics providing immunisation for children under 1 year of age	4	100%	100%	100%	100%	100%	100%	100%	Departmental workbooks, quarterly reports submitted to CSOP and Quarterly performance report of the CoT.
Oversee that departments in the cluster achieve SDBIP targets	Percentage of City of Tshwane PHC fixed clinics implementing PMTCT programme	4	100%	100%	100%	100%	100%	100%	100%	Departmental workbooks, quarterly reports submitted to CSOP and Quarterly performance report of the CoT.
Oversee that departments in the cluster achieve SDBIP targets	Percentage of City of Tshwane PHC fixed clinics providing HIV testing facilities for pregnant woman	4	100%	100%	100%	100%	100%	100%	100%	Departmental workbooks, quarterly reports submitted to CSOP and Quarterly performance report of the CoT.
Oversee that departments in the cluster achieve SDBIP targets	Number of indigent households supported by the City through its social packages	2	16 000	4 410	5 000 additional househo	1 500	1 500	1 000	1 000	Departmental workbooks, quarterly reports submitted to CSOP and Quarterly performance report of the CoT.

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KPA	Indicator	Weight	5 year target (2017-2021)	Cumulative baseline (18/19)	Target 2019/20	Quarterly roll-out of year end targets				Evidence Reference
						Q1	Q2	Q3	Q4	
					Ids for the year					
Oversee that departments in the cluster achieve SDBIP targets	Number of indigent households exited from the indigent register	3	4000 hh per annum	17 103	4 000 households to be exited from the register	1 000	1 000	1 000	1 000	Departmental workbooks, quarterly reports submitted to CSOP and Quarterly performance report of the CoT.
Contribute to financial sustainability	Percentage reduction of non-revenue water over five years	2	24.06%	31.1%	28%	29.5%	29%	28.5%	28%	Departmental workbooks, quarterly reports submitted to CSOP and Quarterly performance report of the CoT.
Contribute to financial sustainability	Percentage average of annual non-revenue energy	2	≤19%	19.9%	≤19%	≤20.21%	≤20.0%	≤19.5%	≤19%	Departmental workbooks, quarterly reports submitted to CSOP and Quarterly performance report of the CoT.
To ensure the delivery of financial management programmes	Percentage of opex budget spent against YTD projections	2	98%	Awaiting finance results	98%	98%	98%	98%	98%	Quarterly Mayco report on Opex or SAP extracts of each department in the cluster for the period CFO Section 71 report
To ensure the delivery of financial management programmes	Percentage of capital budget spent against YTD projections	2	98%	82%	98%	98%	98%	98%	98%	Quarterly Mayco report on capital budget spent against expenditure or SAP extracts of each department in the cluster for the period.

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KPA	Indicator	Weight	5 year target (2017-2021)	Cumulative baseline (18/19)	Target 2019/20	Quarterly roll-out of year end targets				Evidence Reference
						Q1	Q2	Q3	Q4	
To ensure the delivery of financial management programmes	% of departmental capital projects milestones achieved (cluster departments)	1	100%	36%	100%	100%	100%	100%	100%	Quarterly report on planned capital project milestones/deliverables
To ensure the delivery of financial management programmes	Nr of tenders cancelled	1	0	15	0	0	0	0	0	Quarterly SCM report
	Nr of days taken to finalise tender evaluation from spec to appointment	1	90 days	New KPI	90 days	90 days	90 days	90 days	90 days	*Monthly / Quarterly SCM report
Revenue enhancement	% of departmental financial sustainability plan targets achieved against approved plan	2	100%	15%	100%	100% (Q4 18/19FY)	100% (Q1 19/20 FY)	100% (Q2 19/20 FY)	100% (Q3 19/20 FY)	Approved city-wide implementation plan and quarterly status report from GFS for 2019/20 FY
Financial management	Percentage revenue collected based on YTD projections	2	95%	79%	95%	95%	95%	95%	95%	CFO S71 report for the quarter SAP extracts for departments in the cluster that collect revenue.
Implementation of MSCOA	% of MSCOA implemented as per implementation plan	1	100%	100%	100%	100%	100%	100%	100%	Approved Mscoa project plan pertaining to cluster deliverables Quarterly status report on the implementation of MSCOA
Promoting good governance	Unqualified audit opinions achieved for the departments within the cluster	1	0	0	0	N/A	N/A	Unqualified audit opinion	N/A	*AG Report

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KPA	Indicator	Weight	5 year target (2017-2021)	Cumulative baseline (18/19)	Target 2019/20	Quarterly roll-out of year end targets				Evidence Reference
						Q1	Q2	Q3	Q4	
Ensure efficacy of departmental budgeting in line with relevant legislative prescripts	Value of unauthorised, irregular, fruitless and wasteful expenditure incurred	2	0	R 157 945 458	0	0	0	0	0	Section 71 report from GFS, SCM performance report.
Building a good image of the city and manage reputational risk	Number of articles produced/contributed by the department profiling the good stories and promoting the image of the City	1	136	7	32	8	8	8	8	Proof of published articles (Publication on intranet, internet and/or newspapers
	% of media queries responded to within 3 days of appearing in the media and/or newspapers	1	100%	82%	100%	100%	100%	100%	100%	Certification from Group Head: Group Communications and Marketing
Customer satisfaction	% of resolved issues emanating from 2018 customer satisfaction survey within GAR	1	100%	New KPI	100%	100%	100%	100%	100%	Approved action plan for the Cluster/Departments/ Region Status report on the resolved issues emanating from 2018 customer satisfaction from CRM
Job inclusive economic growth	Nr of Jobs created through internship programmes	2	80	New KPI	40	N/A	40	N/A	N/A	Status progress report from Group Human Capital
Subtotal		80								
Subtotal (CMC)		20								
Total		100								

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ANNEXURE B

PERSONAL DEVELOPMENT PLAN

Learning and Development Need <i>Provide a specific description of the desired change (e.g. skills to be gained, knowledge acquired, topics themes/content covered)</i>	Type of Development <i>E.g. Course, workshop, conference, self-development (researcher, reading, etc.)</i>	Time-frame <i>E.g. Within a specific performance cycle. (July – June)</i>	Who is responsible <i>E.g. Incumbent or his/her Manager. Also specify the accredited Service Provider</i>	Further comments <i>E.g. Resource requirements, additional notes.</i>
NA				


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4 ACCEPTANCE OF PLAN

PERFORMANCE PLAN FOR CHIEF OPERATIONS OFFICER Period: 1 JULY 2019 to 30 JUNE 2020


Signed and accepted by
Name Mr James Murphy



Date

31/07/2019

Signed by the incumbent's immediate supervisor.
Name. Dr Moeketsi Mosola



Date

31/07/2019
