



CITY OF  
**TSHWANE**  
IGNITING EXCELLENCE

***PERFORMANCE AGREEMENT***

MADE AND ENTERED INTO BY AND BETWEEN:

**THE CITY OF TSHWANE  
AS REPRESENTED BY THE EXECUTIVE MAYOR**

**CIlr RANDAL WILLIAMS**

AND

**MS. MMASEABATA MUTLANENG  
ACTING CITY MANAGER**

FOR THE

FINANCIAL YEAR: 1 JULY 2021  
- 30 JUNE 2022

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## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The City of Tshwane (CoT) herein represented by **Cllr Randal Williams** in his capacity as **Executive Mayor** (hereinafter referred to as the **Employer** or Supervisor)

And

**Ms. Mmaseabata Mutlaneng**, 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 54 (a) 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 54 (a) as amended 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 54(a) of the Systems Act as amended.

#### 2. PURPOSE OF THIS AGREEMENT

**The purpose of this Agreement is to -**

- 2.1 comply with the provisions of Section 54 (a) of the Act as amended 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
- 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 2021 and will remain in force until 30 June 2022. 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 shall 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.

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**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**.
- 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 Competency Requirements (CCRs) 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 CCRs 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 will make up the other 20% of the **Employee's** assessment score. The CCRs of the Acting City Manager are in Annexure A to this agreement.

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

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**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.
- (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



Description		Rating
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

- 6.7 Each KPI (outputs and CCR'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 KPI scores is converted to 80% and 20%. The sum of these two scores is used for calculating performance bonuses (see paragraph 11.2).

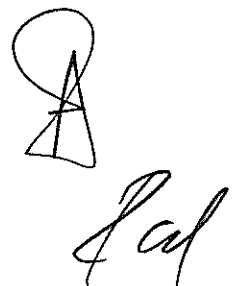
- 6.8 For purposes of evaluating the annual performance of the Acting City Manager, an evaluation panel constituted of the following persons must be established -
- 6.8.1 Executive Mayor;
  - 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
  - 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
  - 6.8.4 Mayor and/or City Manager from another municipality; and
  - 6.8.5 Member of a Ward Committee.

## 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:

<b>First quarter (July to September)</b>	:	<b>November 2021</b>
<b>Second quarter (October to December)</b>	:	<b>February 2022</b>
<b>Third quarter (January to March)</b>	:	<b>May 2022</b>
<b>Fourth quarter (April to June)</b>	:	<b>August 2022</b>

- 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.
- 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

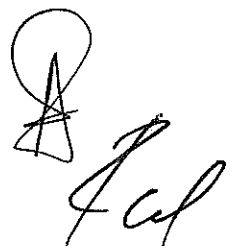
- 11.3 In the case of unacceptable performance, the **Employer** shall –
- 11.3.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
- 11.3.2 After appropriate performance counseling and having provided the necessary guidance and/ or 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 or her duties.

## 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
- 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
- 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.

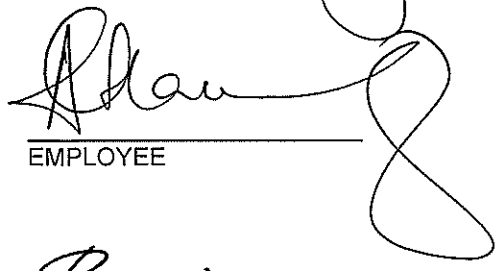
13.3 The performance assessment results must be submitted to the relevant structures of the CoT within thirty (30) days after conclusion of the assessment.

Thus, done and signed at Rehoboth on this the 30<sup>th</sup> day of July 2021

AS WITNESSES:

1. \_\_\_\_\_

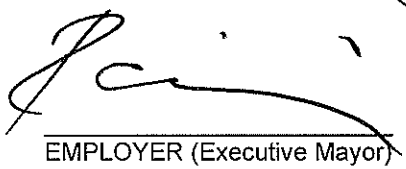
2. \_\_\_\_\_

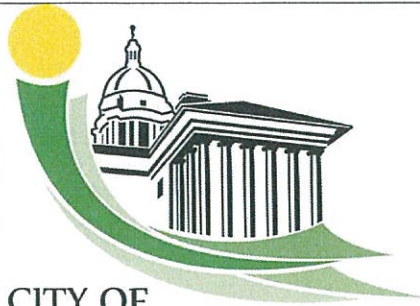
  
\_\_\_\_\_  
EMPLOYEE

AS WITNESSES:

1. \_\_\_\_\_

2. \_\_\_\_\_

  
\_\_\_\_\_  
EMPLOYER (Executive Mayor)



CITY OF  
**TSHWANE**  
IGNITING EXCELLENCE

# **ANNEXURE A PERFORMANCE PLAN**

**FOR**

**Ms Mmaseabata Mutlaneng  
Acting City Manager**

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## 1. PURPOSE

The performance plan defines the Council's expectations of the Acting City Manager's performance agreement to which this document is attached and Section 54 (a) 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 Acting City Manager'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 organisations in the matters of local government.

## 3. SCORECARD OF THE CITY MANAGER

- 3.1 The City of Tshwane approved the 2021/22 SDBIP responding to the 2021/26 IDP development, which anchored on the 5 strategic pillars of the vision 2030. The ACM is required to ensure that all targets, programmes, and projects as committed on the IDP and SDBIP are delivered according to the commitments of the administration team.

**A key principle is that owner departments must lead all the programmes allocated to them in the SDBIP, and ensure that contributor departments contribute, comply and report.**

The scorecard of the Acting City Manager is made up of the following:

- Core managerial competencies of the ACM (3.2 below)
- Core service delivery targets of the ACM (3.3 below)



### 3.2 CORE MANAGERIAL COMPETENCIES OF THE ACTING CITY MANAGER

#### THE CORE MANAGERIAL COMPETENCIES FORM 20% OF THE ACTING CITY MANAGER TOTAL SCORE.

The core managerial competencies form 20% of the Acting City Manager 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 OF THE ACM	Weight	Target	Frequency	Evidence
Financial Management (Compulsory)	5 A city that is open, honest, and responsive	<ul style="list-style-type: none"> <li>Ensuring financial synergy (balance between where to invest, where to harvest, how to balance risk and how to ensure customers pay)</li> <li>Ensure financial liquidity (ability to be in a positive cash flow position, to be able to pay our short-term financial obligations)</li> <li>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.</li> <li>Re-evaluation of the financial management system.</li> <li>An improved credit rating to; negotiate better terms with external</li> </ul>	<p><b>Expenditure Management programme</b></p> <p>% of creditors paid within 30 days.</p>	6	100%	Quarterly	*SAP quarterly report and signed quarterly excel spreadsheet that outlines: Name of the service provider, invoice number, date of receipt of invoice, date of payment and the days taken to pay the service provider.
			<p>Number of purchase orders issued after work being performed.</p>		0	Quarterly	*Quarterly report from expenditure management on POs issued after invoice date
			<p><b>Supply chain management</b></p> <p>Number of days taken to finalise tender evaluation from spec to appointment</p>		90 days	Quarterly	*Monthly SCM report indicating reasons for exceeding the 90 days
			<p><b>Grants and subsidies</b></p> <p>% of external grant funding spent in line with quarterly plans</p>		100%	Quarterly	* Report on grant received and the expenditure in line with donors' requirements.
			<p><b>Asset management programme</b></p> <p>% Compliance with requirements of the asset management policy, MFMA and Standards of GRAP</p>		100%	Quarterly	*Certificate from Group Finance on Asset register



CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED OF THE ACM	Weight	Target	Frequency	Evidence
		funding and loans, increase the level of public private partnership interventions and funding from both Provincial and National Government.	<b>Minimum Competency Levels</b> % of minimum competency certificate or progress reports Regulations, R493 of 2007 by the CM and his/her direct reports		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"> <li>Internal control system encompassing legislation, policies, procedures, and people.</li> <li>Directing and control management activities with good systems and processes.</li> <li>Focus on the integration of systems and processes.</li> <li>Managing our processes to achieve economies of scale or value chain integration.</li> <li>Establishment of entities in line with Section 93(F) of the Local Government Municipal Systems Act</li> </ul>	<b>Corporate portfolio Management Programme</b> Number of project plan compiled  % of citywide capital projects milestones achieved  % of achievement of executive commitments against the plan	3	1 consolidated plan  100%	Quarter 1  Quarterly	*Consolidated project plan for cluster/ Departments/ regions  *SDBIP * Quarterly performance report
Human Capital Management	5 A city that is open, honest, and responsive	<ul style="list-style-type: none"> <li>Capacitate people on business processes to be effective leaders.</li> <li>Putting in place processes and steps to create entrepreneurship, ownership and instill a</li> </ul>	<b>Optimized human capital programme</b> % of grievances addressed within the policy and regulations and corporate timelines	5	100%	Quarterly	* Status report of grievances from Group Human Capital Management

CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED OF THE ACM	Weight	Target	Frequency	Evidence
Governance Leadership	5 A city that is open, honest and responsive	<ul style="list-style-type: none"> <li>sense of pride in achieving the vision and mission of CoT.</li> <li>Effective decision-making through empowered leaders.</li> <li>Building continuity and sustainability of institutional arrangements.</li> <li>Leadership taking ownership of decision and results.</li> <li>Building a centre of excellence through research and development.</li> <li>The implementation of the Tshwane Service Excellence awards is an initiative in this strategic objective.</li> <li>To implement effective Change Management initiatives in department or region</li> </ul>	<p><b>Occupational Health and safety (OHS):</b> % Compliance to Occupational Health and Safety (OHS) requirements/ procedures within the City for the financial year</p>	4	100%	Quarterly (in line with the OHS Audit plan)	* Status Report on Compliance to OHS from Group Human Capital
			<p><b>Individual Performance Management</b> % of quarterly coaching sessions of subordinates takes place against approved performance agreements.</p>		100%	Quarterly	*Attendance register and coaching minutes / instruction, rating sheet signed by the incumbent and the supervisor
			<p>% of employees (direct reports) signed Performance Agreement with Plan for the FY 2021/2022</p>		100%	Quarter 1 and Quarter 3	*Signed Performance Agreements with performance plan
			<p>% Implementation of change management action plans</p>		100%	Quarterly	*Status Report from Group Human Capital / OCM indicating the implementation status on each change management action plan
			<p>% of MAYCO commitments/resolution implemented</p>		100%	Quarterly	*Quarterly progress report
			<p><b>Audit programme</b> % of citywide AG issues resolved.</p>		100%	Quarterly	*MCAM/MLOG progress report from Internal audit indicating % of AG findings resolved



CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED OF THE ACM	Weight	Target	Frequency	Evidence
Client Orientation and Customer Focus (Compulsory)			% of citywide internal audit findings resolved		100%	Quarterly	*MCAM/MLOG progress report from internal audit showing % of resolved internal audit findings
			Number of repeat findings (both internal and external audit)		0	Quarterly for internal audit and annually for external audit	*MCAM/MLOG progress report from internal audit showing # of repeat findings
	5 A city that is open, honest and responsive	<ul style="list-style-type: none"> <li>• Having satisfied customers.</li> <li>• Positive customer relationships.</li> <li>• Implement Batño Pele to ensure an accessible and accountable service.</li> </ul>	<b>Customer relationship management programme</b>	2	100%	Quarterly	*Certificate of compliance or report from the Office of Speaker on the petitions resolved.
			% responses to petitions within the stipulated timelines % of responses provided to section 9 institution within the required timeframe		100%	Quarterly	*Quarterly report on section 9 institution <sup>1</sup> from the OCM

<sup>1</sup> Section 9 institution refers to Office of the Public Protector (OPP) and Promotion of Access to Information (PAIA)

*Ad*





### 3.3 DETAILED SCORECARD OF THE ACTING CITY MANAGER

The Executive Mayor presents the state of the city address on an annual basis to inform the public about the plans of the city in delivering of services. It is therefore imperative that those are aligned in the delivery plans of the city to ensure implementation. The MSA, MFMA states the city manager as the accounting officer on the overall administration of the municipality. The Performance Agreement should therefore be reflective of these responsibilities and accountabilities. The scorecard of the Acting City Manager is outlined as followed:

#### KEY DELIVARABLE PROJECTS

The detailed scorecard of the ACM summarises the specific requirements of the ACM in 3.1 and 3.2 above and indicates in detail how the items above are measured and scored.

Key Performance Area	Strategic Pillar	Key Performance Indicator	Weight	Baseline	Year-end Target	Quarterly Roll Out of year-end target				Evidence Reference	
						Q1	Q2	Q3	Q4		
Job Intensive Economic Growth	A city that facilitates economic growth and job creation	Rand value of investment facilitated into the city (annual) Number of Co-operatives supported through the co-operative development programme  Average number of days taken to process residential building plan applications of 500 square meters or less (C88: HS2.22)  Average number of days taken to process building plan applications of 500 square meters or more (C88: LED3.13)	7	R1,8 billion	R1.8 billion	0	0	0	R 1.8 billion	SDBIP * Quarterly performance report	
				200	200	0	(Programme to be developed and approved)	40	80	80	SDBIP * Quarterly performance report
				New	30 days for building plan applications 500m <sup>2</sup> and less	30 days for building plan applications 500m <sup>2</sup> and less	30 days for building plan applications 500m <sup>2</sup> and less	30 days for building plan applications 500m <sup>2</sup> and less	30 days for building plan applications 500m <sup>2</sup> and less	SDBIP * Quarterly performance report	
				New	60 days for building plan application	60 days for building plan applications	60 days for building plan applications	60 days for building plan applications	60 days for building plan applications	SDBIP * Quarterly performance report	
<b>PILLAR 1: A CITY THAT FACILITATES ECONOMIC GROWTH AND JOB CREATION</b>											



PILLAR 2: A CITY THAT CARES FOR RESIDENTS AND PROMOTES INCLUSIVITY		PILLAR 3: A CITY THAT DELIVERES EXCELLENT SERVICE AND PROTECTS THE ENVIRONMENT								
<p>Health and Social Development</p> <p>A city that cares for residents and promotes inclusivity</p>	Number of individuals connected to apprenticeships and learnerships through municipal interventions (C88: LED1.31)	60	50	0	10	20	501m <sup>2</sup> and greater	501m <sup>2</sup> and greater	501m <sup>2</sup> and greater	SDBIP * Quarterly performance report
	Average time taken to finalise business license applications (C88: LED3.11)	21 days	21 days	21 days	21 days	21 days	21 days	21 days	21 days	SDBIP * Quarterly performance report
	Average time taken to finalise informal trading permits (C88: LED3.12)	21 days	21 days	21 days	21 days	21 days	21 days	21 days	21 days	SDBIP * Quarterly performance report
	Percentage of City of Tshwane PHC fixed clinics providing immunisation for children under 1 year of age	100%	100%	100%	100%	100%	100%	100%	100%	SDBIP * Quarterly performance report
	Percentage of City of Tshwane PHC fixed clinics implementing PMTCT programme	100%	100%	100%	100%	100%	100%	100%	100%	SDBIP * Quarterly performance report
	Percentage of City of Tshwane PHC fixed clinics providing HIV testing facilities for pregnant women	100%	100%	100%	100%	100%	100%	100%	100%	SDBIP * Quarterly performance report
	Average number of library visits per library (C88: HS3.6)	13304	13304	3326	3326	3326	3326	3326	3326	SDBIP * Quarterly performance report
	Number of work opportunities created through public employment programmes (incl. EPWP, CWP and other related infrastructure programmes (C88: LED1.21)	6325	17 975	4514	4470	4514	4470	4514	4470	SDBIP * Quarterly performance report
	Number of indigent households supported by the city through its social package per year.	1889	3000	750	750	750	750	750	750	SDBIP * Quarterly performance report
	Number of indigent households exited from the indigent register per year.	6055	4000	1000	1000	1000	1000	1000	1000	SDBIP * Quarterly performance report
PILLAR 3: A CITY THAT DELIVERES EXCELLENT SERVICE AND PROTECTS THE ENVIRONMENT										
Provision of basic service and maintenance (Formal)	A city that delivers excellent service	New	100%	100%	100%	100%	100%	100%	100%	SDBIP * Quarterly performance report
	% of targeted Water and Sanitation indicators under pillar 3 achieved (all 16 KPI's with targets)	24								



<b>PILLAR 4: A CITY THAT KEEPS RESIDENTS SAFE</b> <b>Community Safety</b> <b>(Emergency Services</b> <b>Tshwane Metro Police</b> <b>Department)</b>	and protects the environment A city that keeps residents safe	% of targeted Electricity and Energy indicators under pillar 3 achieved (all 7 KPI's with targets)	New	100%	100%	100%	100%	100%	100%	100%	SDBIP * Quarterly performance report		
		% of targeted Environmental and Agricultural management indicators under pillar 3 achieved (all 11 KPI's with targets)	New	100%	100%	100%	100%	100%	100%	100%	100%	SDBIP * Quarterly performance report	
		% of targeted ROC indicators under pillar 3 achieved (all 22 KPI's with targets)	New	100%	100%	100%	100%	100%	100%	100%	100%	SDBIP * Quarterly performance report	
		% of targeted Roads and Transport indicators under pillar 3 achieved (all 11 KPI's with targets)	New	100%	100%	100%	100%	100%	100%	100%	100%	SDBIP * Quarterly performance report	
		% of targeted Human and Settlements indicators under pillar 3 achieved (all 19)	New	100%	100%	100%	100%	100%	100%	100%	100%	SDBIP * Quarterly performance report	
		<b>PILLAR 4: A CITY THAT KEEPS RESIDENTS SAFE</b>											
		Number of By-Law Policing Operations/ Interventions executed	429	499	124	125	125	125	125	125	125	125	SDBIP * Quarterly performance report
		Number of Road Policing Operations/ Interventions executed	639	798	199	200	199	200	200	200	200	200	SDBIP * Quarterly performance report
		Number of Crime Prevention Operations/ Interventions executed	1251	1584	396	396	396	396	396	396	396	396	SDBIP * Quarterly performance report
		Percentage of compliance to the required attendance times for structural firefighting incidents	77.70%	75%	75%	75%	75%	75%	75%	75%	75%	75%	SDBIP * Quarterly performance report
		Percentage of compliance to the required attendance times for dispatched Priority 1 emergency medical incidents	80.31%	67%	67%	67%	67%	67%	67%	67%	67%	67%	SDBIP * Quarterly performance report
		Number of municipal critical infrastructure plans that are in place to deal with impending and actual disasters	6	10	2	3	2	3	3	3	3	3	SDBIP * Quarterly performance report
		Number of fire related deaths per 100 000 population (C88: FE1.1)	New	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	SDBIP * Quarterly performance report



		Number of disaster and extreme weather-related deaths per 100 000 population (C88: FE1.2)	New	0	0	0	0	0	0	0	SDBIP * Quarterly performance report	
<b>PILLAR 5: A CITY THAT OPEN, HONEST AND RESPONSIVE</b>	<b>To strengthen good governance</b>	Number of repeat audit findings (C88: GG3.11)	New	0	N/A	N/A	N/A	N/A	0	0	SDBIP * Quarterly performance report	
		Audit Opinion (C88: GG3.1)	Unqualified Audit Opinion	Unqualified Audit Opinion	Annually reported	Annually reported	Annually reported	Annually reported	Unqualified Audit Opinion	Unqualified Audit Opinion	SDBIP * Quarterly performance report	
<b>To strengthen good governance</b>		Number of ExCo meetings held in this quarter.	9	12	3	3	3	3	3	3	SDBIP * Quarterly performance report	
		Percentage of official complaints responded to (received and processed) through the municipal complaints management system (C88: GG2.31)	New	90%	90%	90%	90%	90%	90%	90%	90%	SDBIP * Quarterly performance report
		Percentage of Councillors who have declared their financial interests (C88: GG3.12)	New	100%	100%	100%	100%	100%	100%	N/A	N/A	SDBIP * Quarterly performance report
		Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor) (C88: GG2.11)	0%	0%	0%	0%	0%	0%	0%	0%	0%	SDBIP * Quarterly performance report
		Percentage of wards that have held at least one councillor-convened community meeting. (C88: GG2.12)	New	100%	100%	100%	100%	100%	100%	100%	100%	SDBIP * Quarterly performance report
		Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan) (C88: GG2.1)	0%	0%	0%	0%	0%	0%	0%	0%	0%	SDBIP * Quarterly performance report
		Attendance rate of municipal council meetings by recognized traditional and Khoi-San leaders (C88: GG2.2)	100%	100%	100%	100%	100%	100%	100%	100%	SDBIP * Quarterly performance report	

	Percentage of councillors attending council meetings. (C88: GG4.1)	92%	100%	100%	100%	100%	100%	SDBIP * Quarterly performance report
	% of a municipality's capital budget spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	77.46%	98%	24.5%	49%	73.50%	98%	SDBIP * Quarterly performance report
	% Service Debtors to Revenue ratio	25.1%	31.4%	31.4%	31.4%	31.4%	31.4%	SDBIP * Quarterly performance report
	Cost Coverage ratio	0.6	1.0	1.0	1.0	1.0	1.0	SDBIP * Quarterly performance report
<b>Financial management</b>	% of Debt Coverage	21.2%	12.2%	12.2%	12.2%	12.2%	12.2%	SDBIP * Quarterly performance report
	Percentage of the municipality's operating budget spent on free basic services to indigent households per quarter	1.5%	7.6%	1.8%	1.8%	1.9%	2.10%	SDBIP * Quarterly performance report
	Percentage of the municipality's operating budget spent on indigent relief for free basic services. (C88: LED2.12)	1.5%	8.72%	2.18%	2.18%	2.18%	2.18%	SDBIP * Quarterly performance report
<b>Revenue Enhancement</b>	Percentage of budgeted rates revenue collected. (C88: LED2.11)	82%	90%	90%	90%	90%	90%	SDBIP * Quarterly performance report
	Percentage of revenue clearance certificates issued within 10 working days from time of completed application received (C88: LED3.21)	87% issued 3 days after full payment is received.	95% issued 3 days after full payment is received	95% issued 3 days after full payment is received	95% issued 3 days after full payment is received	95% issued 3 days after full payment is received	95% issued 3 days after full payment is received	SDBIP * Quarterly performance report
<b>Effective supply chain management</b>	Average number of days from the point of advertising to the letter of award per 80/20 procurement process (C88: LED3.31)	189 days	90 days	90 days	90 days	90 days	90 days	SDBIP * Quarterly performance report



Effective water management	Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission (C88: LED3.32)	57%	90%	108 727 86 9 kl	90%	25 629 375kl	90%	26 705 427 kl	90%	27 991 967 kl	90%	28 401 100 kl	SDBIP * Quarterly performance report	
	Total water losses (Kilolitres) (C88: WS5.2)	New	90%	29%	30.00%	29.75%	29.5%	29.0%					SDBIP * Quarterly performance report	
	Percentage non-revenue water (C88: WS5.1)	NRW calculated on 12-month running average only	60%	80%		N/A	N/A	N/A					SDBIP * Quarterly performance report	
	Percentage employee satisfaction rating (annual)		20%	20%	5%	10%	15%	20%					SDBIP * Quarterly performance report	
	Percentage of municipal skills development levy recovered (C88: GG1.1)		26%	Reporting indicator ≤ 10%	≤ 10%	≤ 10%	≤ 10%	≤ 10%					SDBIP * Quarterly performance report	
	Staff vacancy rate (C88: GG1.21)		New	95%	95%	95%	95%	95%					SDBIP * Quarterly performance report	
	Percentage of vacant posts filled within 3 months (C88: GG1.22)													
	<b>SUB-TOTAL FOR CORE DELIVERY PROGRAMMES</b>													
	<b>SUB TOTAL FOR CORE MANAGEMENT COMPETENCIES</b>		80											
<b>TOTAL</b>		20												
<b>TOTAL</b>		100												



# ANNEXURE B PERSONAL DEVELOPMENT PLAN

Learning and Development Need	Type of Development	Time-frame	Who is responsible	Further comments
Provide a specific description of the desired change(e.g. skills to be gained, knowledge acquired, topics themes/content covered)	E.g. Course, workshop, conference, self-development (researcher, reading, etc.)	E.g. Within a specific performance cycle. (July – June)	E.g. Incumbent or his/her Manager. Also specify the accredited Service Provider	E.g. Resource requirements, additional notes.
MFMA		July 2021-September 2021	In-house	



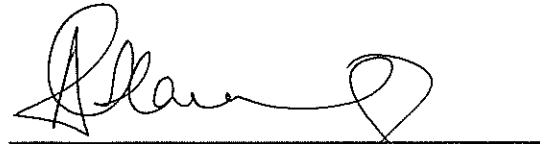


#### 4 ACCEPTANCE OF THE PLAN

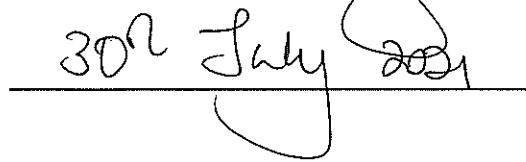
Performance plan for Ms Mmaseabata Mutlaneng: Acting City Manager for the Period: July 2021 to June 2022

Signed and accepted by the incumbent:  
Ms. Mmaseabata Mutlaneng

Date:



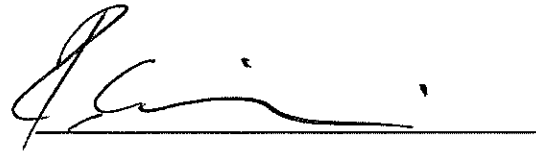
A handwritten signature in black ink, appearing to read 'Mmaseabata Mutlaneng', written above a horizontal line.



A handwritten date '30<sup>th</sup> July 2021' written above a horizontal line.

Signed by the incumbent's immediate supervisor:  
Cllr Randal Williams

Date:



A handwritten signature in black ink, appearing to read 'Randal Williams', written above a horizontal line.



A handwritten date '30 July 2021' written above a horizontal line.