

THE PERFORMANCE AGREEMENT

*Entered into by and between
the City of Ekurhuleni
"the Employer"*

Duly represented by the City Manager of City of Ekurhuleni

and
"the Employee"

HoD: Strategy & Corporate Planning

*for the Financial Year:
1 July 2024 - 30 June 2025*

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The **City of Ekurhuleni** herein represented by **Dr. Imogen Mashazi** in her capacity as City Manager (hereinafter referred to as the **Employer**)

And

Tsholofelo Joshua Koopedi, employee of the **City of Ekurhuleni** (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

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".
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.
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.
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 -

1. comply with the provisions of Section 57(2)(a),(3A) and (4c) of the Act (as amended) as well as the employment contract entered into between the parties;
- 2.2 specify national and local key performance areas (KPA's), key performance indicators (KPI's) and objectives 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 (IDP), 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 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 his job;
6. in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 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

1. This Agreement will commence on **1 July 2024** and will remain in force until **30 June 2025**. 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, if applicable.
2. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than 31 July of each successive financial year.
3. This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
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.
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.

3. PERFORMANCE OBJECTIVES

1. The Performance Plan (Annexure A) sets out-
 - 4.1.1 The performance objectives and targets that must be met by the **Employee**; and
 - 4.1.2 The time frames within which those performance objectives and targets must be met.
2. The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key

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performance indicators; target dates and weightings.

4.2.1 The KPA's describe the main tasks that need to be done.

2. The KPI's provide the details of the evidence that must be provided to show that a key objective has been achieved.

3. The target dates describe the timeframe in which the work must be achieved.

4. The weightings show the relative importance of the key objectives to each other.

3. 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.

3. PERFORMANCE MANAGEMENT SYSTEM

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**.

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.

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. The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.

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 Key Performance Areas (KPAs) and the Leading and Core Competency requirements (LCCs) respectively.

5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

5.5.3 KPAs covering the main areas of work will account for 80% and LCCs will account for 20% of the final assessment.

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

Key Performance Areas (KPA's)
Municipal Infrastructure Development and Service Delivery
Municipal Institutional Development and Transformation
Local Economic Development (LED)
Municipal Financial Viability and Management
Good Governance and Public Participation

7. The Leading and Core Competencies (LCCs) will make up the other 20% of the **Employee's** assessment score. All LCCs are deemed to be essential and critical for the **Employee's** job and will therefore form part of the employee's performance agreement. See Annexure A.2 of this agreement for the Leading and Core Competency requirements of the HOD.

6. EVALUATING PERFORMANCE

3.1 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.

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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 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 under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.

6.5.2 Assessment of the LCCs:

- (a) Each applicable competency should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each competency.
- (c) This rating is to be multiplied by the weighting given to each competency during the contracting process, to provide a score.

6.5.3 Overall rating

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

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

Terminology	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

6.7 For purposes of evaluating the annual performance of the HoD, an evaluation panel constituted of the following persons must be established:

1. Municipal Manager;

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2. Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
3. MMC for Finance;
4. Municipal manager from another municipality; and
5. Manager responsible for human resources of the municipality must provide secretarial services to the evaluation panels referred to in sub-regulation. (Regulation 27(4)(f) of Regulation 805).

7. SCHEDULE FOR PERFORMANCE REVIEWS

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 – September 2024

Second quarter : October – December 2024

Third quarter : January – March 2025

Fourth quarter : April – June 2025

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

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

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

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

8. DEVELOPMENTAL REQUIREMENTS

- 8.1 The Personal Development Plan (PDP) for addressing developmental gaps is attached 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 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 to meet the performance objectives and targets established in terms of this Agreement.

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

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.

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11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

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

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.

11. 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 –

In the case of managers directly accountable to the municipal manager, the

executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.

12.2 Any disputes about the **outcome of the employee's performance evaluation**,

must be mediated by-

In the case of managers directly accountable to the municipal manager, 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; whose decision shall be final and binding on both parties.

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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 contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus done and signed at Gerrison on this the 26 day of July 2024

AS WITNESSES:


1. _____

EMPLOYEE

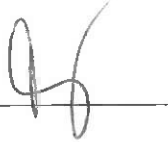


2. _____

AS WITNESSES:

1.  _____

EMPLOYER (CITY MANAGER)



Handwritten initials/signature

ANNEXURE A

PERFORMANCE PLAN

for

**Tsholofelo Joshua Koopedi
HoD: Strategy & Corporate Planning**

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Content

1. Purpose of the Agreement
2. Responsibilities of the HoD: Strategy & Corporate Planning
3. Appraisal Outcome Summary
4. Performance Plan
 1. Key Performance Areas
 2. Core Competency Requirements/Core Managerial Competencies
5. Declaration Statement for Measurement
6. Signatories
7. Personal Development Plan

Source of information: Approved 2024/2025 SDBIP and other strategic documents.

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1. PURPOSE OF THE AGREEMENT

The performance plan defines the Council's expectations of the HoD: **Strategy & Corporate Planning**. The performance plan detailed in Section 4.1 is in response to Section 56 of the Municipal Systems Act, as amended, i.e. the performance plan is based on the municipality's Integrated Development Plan (IDP).

2. RESPONSIBILITIES OF THE HOD: Strategy & Corporate Planning

The Head of Department in his/her capacity as the head of the department is responsible for the following :

- Effective management of the department which includes human resources management, strategy management, operations management and governance management as it relates to all delegations.
- Political support and advice to political structures and political office bearers.
- Development of monitoring and reporting system for the department.
- Development and implementation of measures to achieve departmental results management of the interface between political offices and department.
- Facilitating participation by the local community in the affairs of the municipality.
- Provide strategic support to the office of the City Manager.
- Law making as it relates to the department and implementation of the municipality's by-laws and other legislation.
- Development and implementation of departmental strategy.

The Head of Department in his/her capacity as the head Accounting Officer of the department is responsible for the following :

- Management of the financial administration of the department, and must for this purpose take all reasonable steps to ensure that the resources of the entity are used effectively, economically and transparently.
- Management of assets and liabilities on behalf of the municipality.
- Management of supply chain as relates to demand management, procurement of goods and services in line with relevant policies and legislation.
- Budget management which includes budget formulation and implementation in line with adopted priorities in the IDP.
- Development and implementation of departmental resource plan.
- Financial governance as related to financial report and accounting.

3. APPRAISAL OUTCOME SUMMARY AS PER THE 2024-2025 SDBIP

Key Results	Key Performance Indicators	Annual Target	Quarter 1	Mid-Year Review/ Appraisal	Quarter 3	Year-End Appraisal
To build a clean, capable and Modernized Local State	1Z Number of Key Deadlines Schedules approved by council for the annual budget and Integrated Development Plan (IDP) process.	1	1.00	0.00	0.00	0.00
To build a Clean, Capable and Modernized Local State	3Z Number of Citywide Service Delivery and budget implementation Plans approved by Mayco after the budget	1	0.00	0.00	0.00	1.00
To build a Clean, Capable and Modernized Local State	2Z Number of reviewed integrated development plans	1	0.00	0.00	0.00	1.00
To build a Clean, Capable and Modernised Local State	4Z Number of Departmental Service Delivery and budget implementation Plans approved by Mayco after the budget	25	0.00	0.00	0.00	25.00
To build a clean, capable and Modernized Local State	5Z Number of mid- year SDBIP adjustment reports approved by the Council.	1	0.00	0.00	1.00	0.00
To build a Clean, Capable and Modernized Local State	6Z Number of meetings held with ward committees in the COE to consult on the development needs and priorities of the community for the Integrated Development Plan.	19	0.00	19.00	0.00	0.00
To build a Clean, Capable and Modernized Local State	7Z Number of Departments and Entities provided with technical performance reporting support	25	25.00	25.00	25.00	25.00
To build a Clean, Capable and Modernized Local State	8Z Number of Planning Monitoring and Evaluationforum meetings conducted	4	1.00	1.00	1.00	1.00
To build a Clean, Capable and Modernized Local State	9Z Number of Onsite monitoring visits conducted	4	1.00	1.00	1.00	1.00

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To build a Clean, Capable and Modernized Local State	10Z Number of organizational quarterly (SDBIP) performance reports approved by council	4	1.00	1.00	1.00	1.00
To build a Clean, Capable and Modernized Local State	11Z Number of research studies completed	5	0.00	0.00	0.00	5.00
To build a Clean, Capable and Modernized Local State	12Z Number of colloquiums conducted	4	1.00	1.00	1.00	1.00
To build a Clean, Capable and Modernized Local State	13Z Number of Knowledge Management (KM) awareness campaigns conducted	4	1.00	1.00	1.00	1.00
To build a Clean, Capable and Modernized Local State	14Z Number of Annual Performance Reports submitted to AGSA by 31 August	1	1.00	0.00	0.00	0.00
To build a Clean, Capable and Modernized Local State	15Z Percentage expenditure on departments capital budget	95	0.00	0.00	0.00	95.00
To build a Clean, Capable and Modernized Local State	16.Z Open data policy for the CoE developed and approved by council	1	0.00	0.00	0.00	1.00
To build a Clean, Capable and Modernized Local State	LED1.11 Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area	50	0.00	0.00	0.00	50.00
To build a Clean, Capable and Modernized Local State	FM1.12 Total Operating Expenditure as a percentage of Total Operating Expenditure Budget	95	50.00	60.00	70.00	95.00
To build a Clean, Capable and Modernized Local State	FM4.11 Irregular, Fruitless and Wasteful, Unauthorised Expenditure as a percentage of Total Operating Expenditure	0	0.00	0.00	0.00	0.00
Create a high performing organisation	Percentage conclusion of performance management activities in line with PM policy (All performance agreements (PAs) signed and reviews conducted for all direct reports within stipulated timeframes)	100	0.00	0.00	0.00	100.00
CoE EE Plan	Percentage compliance of the department to the organisational EE target for 2024 – 25	100	0.00	0.00	0.00	100.00
COE EE Plan	Number of departmental Skills Development Committee taking place, on a quarterly basis	4	1.00	1.00	1.00	1.00
COE EE Plan	Percentage of disabled employees appointed in the department	50	0.00	0.00	0.00	50.00
Improved compliance levels of the department	Percentage of departmental contracts managed in compliance section 116 (3) of MFMA. (Contracts must be in place drafted or vetted by CLS; contract performance periodically monitored; variations approved following BAC processes)	100	0.00	0.00	0.00	100.00
Risk Management	Percentage implementation of Risk Mitigation strategies.	80	0.00	0.00	0.00	80.00
An ethical, clean political leadership and administration	Percentage implementation of the AG recommendations specific to the Department	100	0.00	0.00	0.00	100.00
An ethical, clean political leadership and administration	Percentage implementation of the Internal Audit recommendations specific to the Department	100	0.00	0.00	0.00	100.00
Improve good governance	Percentage declaration of financial interests by all Senior Managers and higher	100	0.00	0.00	0.00	100.00

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5 PERFORMANCE PLAN

1. Key Performance Areas

KPA	Key Result Area	Key Outcomes	Weights	Activities	KPI	Baseline	Annual Target	5-Point Rating Scale	Portfolio of Evidence	Source of Evidence
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (5.00)	To build a clean, capable and Modernized Local State	Enhanced strategic planning capability in the City	5	Completion of schedules for annual budget and IDP	1Z Number of Key Deadlines Schedules approved by council for the annual budget and Integrated Development Plan (IDP) process.	1.00	1	1 = - 2 = 0 3 = 1 4 = 1 by August 5 = 1 by July	Council Resolution and Schedule of key deadlines.	Council Resolution and Schedule of key deadlines.
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (10.00)	To build a Clean, Capable and Modernized Local State	Enhanced strategic planning capability in the City	10	Coordinate activities for approval of the Citywide SDBIP	3Z Number of Citywide Service Delivery and budget implementation Plans approved by Mayco after the budget	0.00	1	1 = >32 days 2 = 32 - 29 days 3 = 1 by 28 days 4 = 27 - 24 days 5 = <24 days	Mayoral Committee Minutes and City wide SDBIP approved	Mayoral Committee Minutes and City wide SDBIP approved
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (10.00)	To build a Clean, Capable and Modernized Local State	Enhanced strategic planning capability in the City	10	Facilitate revision of IDP	2Z Number of reviewed integrated development plans	1.00	1	1 = - 2 = 0 3 = 1 by 30 June 4 = 1 by 30 May 5 = 1 by 30 April	Council Resolution and Reviewed Integrated Development Plan	Council Resolution and Reviewed Integrated Development Plan
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (5.00)	To build a Clean, Capable and Modernized Local State	Enhanced strategic planning capability in the City	5	Coordinate activities for departmental SDBIP approval.	4Z Number of Departmental Service Delivery and budget implementation Plans approved by Mayco after the budget	0.00	25	1 = 25 within 32 days an greater 2 = 25 within 32 - 29 days 3 = 25 4 = 25 within 27 - 24 days 5 = 25 within 24 days and less	Mayoral Committee Minutes and approved departmental SDBIP's	Mayoral Committee Minutes and approved departmental SDBIP's
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (5.00)	To build a clean, capable and Modernized Local State	Enhanced strategic planning capability in the City	5	Coordinate activities for SDBIP mid-year adjustments	5Z Number of mid-year SDBIP adjustment reports approved by the Council.	1.00	1	1 = - 2 = 1 after Feb 3 = 1 by 28 Feb 4 = 1 by Jan 5 = 1 Before Jan	Council resolutions and adjusted SDBIP approved by council	Council resolutions and adjusted SDBIP approved by council
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (2.00)	To build a Clean, Capable and Modernized Local State	Improved municipal responsiveness	2	Coordinate meetings for ward committees	6Z Number of meetings held with ward committees in the COE to consult on the development needs and priorities of the community for the Integrated Development Plan.	19.00	19	1 = <17 2 = 17 - 18 3 = 19 4 = 20 - 21 5 = >21	Attendance Registers of the meetings	SDBIP Quarterly/ annual reports as reflected in Council minutes
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (3.00)	To build a Clean, Capable and Modernized Local State	Improved implementation of monitoring & evaluation	3	Provide support for departments and entities	7Z Number of Departments and Entities provided with technical performance reporting support	25.00	25	1 = <23 2 = 23 - 24 3 = 25 4 = >25 5 = -	Dated and signed attendance registers OR List of virtual meeting participants.	SDBIP Quarterly/ annual reports as reflected in Council minutes
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (3.00)	To build a Clean, Capable and Modernized	Improved Planning, Performance monitoring and	3		8Z Number of Planning Monitoring and Evaluation forum	3.00	4	1 = <2 2 = 3 3 = 4 4 = 5 - 6 5 = >6	Dated and signed attendance registers OR List of virtual meeting	SDBIP Quarterly/ annual reports as reflected in Council minutes

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	Local State	reporting			meetings conducted				participants. Agenda of the meeting	
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (3.00)	To build a Clean, Capable and Modernized Local State	Improved Planning, Performance monitoring and reporting	3	Coordinate activities to conduct monitoring visits	9Z Number of Onsite monitoring visits conducted	3.00	4	1 = <2 = 2 - 3 3 = 4 4 = 5 - 6 5 = >6	Dated and signed report	SDBIP Quarterly/ annual reports as reflected in Council minutes
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (10.00)	To build a Clean, Capable and Modernized Local State	Optimized management of organizational performance	10	Coordinate activities to produce SDBIP quarterly reports	10Z Number of organizational quarterly (SDBIP) performance reports approved by council	3.00	4	1 = <2 = 2 - 3 3 = 4 4 = 5 - 6 5 = >6	Council Resolutions and quarterly SDBIPs performance reports approved by council	Council Resolutions and quarterly SDBIPs performance reports approved by council
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (10.00)	To build a Clean, Capable and Modernized Local State	Improved business intelligence	10	Coordinate activities to conduct research	11Z Number of research studies completed	4.00	5	1 = <3 = 3 - 4 3 = 5 4 = 6 - 7 5 = >7	Dated and signed Research Report	Dated and signed Research Report
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (3.00)	To build a Clean, Capable and Modernized Local State	Improved business intelligence	3	Coordinate activities to conduct colloquiums	12Z Number of colloquiums conducted	3.00	4	1 = <2 = 2 - 3 3 = 4 4 = 5 - 6 5 = >6	Dated and signed attendance registers OR List of virtual meeting participants.	Dated and signed attendance registers OR List of virtual meeting participants.
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (2.00)	To build a Clean, Capable and Modernized Local State	Knowledge Management (KM) capabilities institutionalized	2	Conduct knowledge management campaigns	13Z Number of Knowledge Management (KM) awareness campaigns conducted	3.00	4	1 = <2 = 2 - 3 3 = 4 4 = 5 - 6 5 = >6	Dated and signed attendance registers OR List of virtual meeting participants.	Dated and signed attendance registers OR List of virtual meeting participants.
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (10.00)	To build a Clean, Capable and Modernized Local State	Improved audit status for nonfinancial performance	10	Coordinate activities to submit annual performance reports	14Z Number of Annual Performance Reports submitted to AGSA by 31 August	1.00	1	1 = - 2 = >31 Aug 3 = 1 by 31 Aug 4 = 28 Aug 5 = <28 Aug	Submission email OR AGSA submission acknowledgement letter	Submission email OR AGSA submission acknowledgement letter
FINANCIAL VISIBILITY AND SUSTAINABILITY (1.00)	To build a Clean, Capable and Modernized Local State	Percentage expenditure on departments capital budget	1	Develop and implement procurement plans to accelerate capital expenditure in the municipality	15Z Percentage expenditure on departments capital budget	95.00	95	1 = <90% 2 = 90 - 94% 3 = 95% 4 = 96 - 97% 5 = >97%	CAPEX Reports extracted from the Finance Department.	SDBIP Quarterly/ annual reports as reflected in Council minutes
MUNICIPAL DEVELOPMENT AND ORGANISATIONAL TRANSFORMATION (2.00)	To build a Clean, Capable and Modernized Local State	Knowledge Management (KM) capabilities institutionalized	2	Development of open data policy	16.Z Open data policy for the CoE developed and approved by council	0.00	1	1 = 1 2 = 0 3 = 1 4 = - 5 = -	Council approved Open Data Policy	Council approved Open Data Policy
FINANCIAL VISIBILITY AND SUSTAINABILITY (1.00)	To build a Clean, Capable and Modernized Local State	LED1. Growing inclusive local economies	1	Coordinate activities to achieve total municipal operating expenditure spent on contracted services physically residing within the municipal area	LED1.11 Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area	0.00	50	1 = <30% 2 = 30 - 49% 3 = 50% 4 = 51 - 70% 5 = >70%	Excel spreadsheet as extracted from Budget statements for the period. Expenditure report on municipal operating expenditure spent on contracted services	SDBIP Quarterly/ annual reports as reflected in Council minutes
FINANCIAL VISIBILITY AND SUSTAINABILITY (1.00)	To build a Clean, Capable and Modernized Local State	FM1. Enhanced municipal budgeting and budget implementation	1	Coordinate activities to achieve Total Operating Expenditure as	FM1.12 Total Operating Expenditure as a percentage of Total Operating	75.00	95	1 = <90% 2 = 90 - 94% 3 = 95% 4 = 96 - 97% 5 =	Excel spreadsheet as extracted from Budget statements for the period	SDBIP Quarterly/ annual reports as reflected in Council minutes

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		implementation		a percentage of Total Operating Expenditure Budget	Expenditure Budget			= >97%		
FINANCIAL VISIBILITY AND SUSTAINABILITY (1.00)	To build a Clean, Capable and Modernized Local State	FM4. Improved expenditure management	1	Coordinate activities to curb Irregular, Fruitless and Wasteful, Unauthorised Expenditure as a percentage of Total Operating Expenditure	FM4.11 Irregular, Fruitless and Wasteful, Unauthorised Expenditure as a percentage of Total Operating Expenditure	0.00	0	1 = >2 = 1 - 2% 3 = 0% 4 = - 5 = -	The Audited Annual Financial Statements for the previous financial year as finalised in January of the following financial period for the previous financial period,	SDBIP Quarterly/ annual reports as reflected in Council minutes
FINANCIAL VISIBILITY AND SUSTAINABILITY (3.00)	Create a high performing organisation	Create a culture of performance within CoE	3	Facilitate performance management with all direct reports according to CoE PM Policy	Percentage conclusion of performance management activities in line with PM policy (All performance agreements (PAs) signed and reviews conducted for all direct reports within stipulated timeframes)	100.00	100	1 = <90% 2 = 90 - 99% 3 = 100% 4 = Employees on T15 and above 5 = -	Compliance Certificate signed by DH SHR&TM	Quarterly performance review records for direct reports & 1 Final assessment report
GOOD GOVERNANCE AND PUBLIC PARTICIPATION (1.00)	CoE EE Plan	Create a representative employee environment	1	Coordinate the implementation of the metro-wide EE Plan	Percentage compliance of the department to the organisational EE target for 2024 - 25	100.00	100	1 = < 90% 2 = 90 - 99% 3 = 100% 4 = - 5 = -	Certification by HR department, signed off by EE Senior Manager overseeing EE implementation throughout CoE.	Approved 2024/25, Report on implementation of EE plan
GOOD GOVERNANCE AND PUBLIC PARTICIPATION (1.00)	COE EE Plan	Create a representative employee environment	1	Coordination of Skills Development Committee meetings in the department	Number of departmental Skills Development Committee taking place, on a quarterly basis	100.00	4	1 = < 2 2 = 2 - 3 3 = 4 4 = - 5 = -	Certification by HR department	Minutes and attendance registers of the 4 meetings
GOOD GOVERNANCE AND PUBLIC PARTICIPATION (1.00)	COE EE Plan	Create a representative employee environment	1	Coordination of recruitment processes planned to appoint employees with disabilities	Percentage of disabled employees appointed in the department	100.00	50	1 = <30% 2 = 30 - 49% 3 = 50% 4 = 51 - 70% 5 = >70%	Certification by HR department	Signed appointment letters.
GOOD GOVERNANCE AND PUBLIC PARTICIPATION (1.00)	Improved compliance levels of the department	Increased effectiveness on Contract Management	1	Management and monitoring of contracts in the department	Percentage of departmental contracts managed in compliance section 116 (3) of MFMA. (Contracts must be in place drafted or vetted by CLS; contract performance periodically monitored; variations approved following BAC processes)	100.00	100	1 = <90% 2 = 90 - 99% 3 = 100% 4 = 100% + 1 site visit/ meeting on any of the contracts 5 = 100% + 2 site visits / meetings on any of the contracts.	Compliance Certificate by CLS	1. Summary of Meetings held with service providers. 2. Picture of sites visits (where applicable)
GOOD GOVERNANCE AND PUBLIC PARTICIPATION (2.00)	Risk Management	Management and mitigation of risk exposure in the organisation.	2	Implementation of risks mitigation strategies specific to the department.	Percentage implementation of Risk Mitigation strategies.	100.00	80	1 = <70% 2 = 70 - 79% 3 = 80% 4 = 81 - 90% 5 = 91 - 100%	A compliance certificate from the HoD: Risk Management Services.	Quarterly risk mitigation strategies implementation report to risk committee.

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GOOD GOVERNANCE AND PUBLIC PARTICIPATION (1.00)	An ethical, clean political leadership and administration	Attainment of a clean audit report	1	Implementation of the Operation Clean Audit interventions	Percentage implementation of the AG recommendations specific to the Department	100.00	100	1 = <95% 2 = 95-99% 3 = 100% 4 = - 5 = -	Audit Report approved by Council. Internal Audit compliance certificate.	AG's Management Letter.
GOOD GOVERNANCE AND PUBLIC PARTICIPATION (1.00)	An ethical, clean political leadership and administration	Attainment of a clean audit report	1	Implementation of the Operation Clean Audit interventions	Percentage implementation of the Internal Audit recommendations specific to the Department	100.00	100	1 = <95% 2 = 95-99% 3 = 100% 4 = - 5 = -	Audit Report approved by Council. Internal Audit compliance certificate.	Internal Audit Reports.
GOOD GOVERNANCE AND PUBLIC PARTICIPATION (2.00)	Improve good governance	Create a culture of declaration of financial interest	2	Promote a culture of ethical, clean political leadership and administration	Percentage declaration of financial interests by all Senior Managers and higher	100.00	100	1 = < 95% 2 = 95 - 99% 3 = 100% 4 = lower than senior managers 5 = -	A compliance certificate from Risk Management Department	Declaration Register

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ANNEXURE A.2 COMPETENCIES = 20% OF PERFORMANCE AGREEMENT (Regulation 21 of 2014, of the Systems Act, Act No 32 of 2000)

Competency	Total Weighting
Analysis and Innovation	8.00
Batho-Pele-Principles(Some already covered under the Competencies)	4.00
Change Leadership	8.00
Communication	8.00
Financial Management	8.00
Governance Leadership	8.00
Knowledge & Information Management	8.00
Moral Competence	8.00
People Management	8.00
Planning and Organising	8.00
Program and Project Management	8.00
Results and Quality Focus	8.00
Strategic Direction and Leadership	8.00

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6. Declaration Statement for Measurement


The Head of Department hereby declares to be aware of the contents of this performance agreement and to do all that is legally possible to achieve the intended results and to be held accountable for work done in the municipality. Where baselines do not exist the second quarter results will be used as a baseline. You will also be held responsible for work done in the departments and in other inter departmental enterprise teams that you form part thereof.

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1. 6. Signatories

Signature of the Employer: 
Signed and accepted by (full names) Dr. I. Mashazi (position) City Manager, duly representing the City of Ekurhuleni "the Employer".

Date: 26 July 2024
Signature of the Employee: 

Tsholofelo Joshua Koopedi
Signed and accepted by (full names) _____ (position) _____, the employee of the City of Ekurhuleni.

Date: 26 July 2024




Note: Please initial every page

ANNEXURE B: PERSONAL DEVELOPMENT PLAN

PERSONAL DEVELOPMENT PLAN (PDP)

NAME & SURNAME:	Tsholofelo Joshua Koopedi
EMPLOYEE NUMBER:	
DEPARTMENT:	Strategy & Corporate Planning
DESIGNATION:	
DIRECT SUPERVISOR / MANAGER:	Maboikanyo Imogen Mashazi
FORMAL QUALIFICATIONS: GRADE 12 CERTIFICATES – 120 CREDITS DIPLOMAS DEGREES HIGHER DEGREES	
SHORT COURSES AND SKILLS PROGRAMMES FOUND COMPETENT	

LEARNING AND DEVELOPMENT REQUIRED


SHORT TERM : (Less than 3 Months: 2 Interventions per Financial year)

Financial Year	Identify specific Learning and Development programmes or courses	Type of learning: Formal Training / Skills Programme Short Course Mentoring and / or Coaching Internship/ Learnership / Apprenticeship Guidance and Instruction. Degree/ Bursary; Exchange Program	Due date (by when)	Duration of Training


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Authentication and agreement:

SIGNED BY SUPERVISOR ON DATE: 26 July 2024 AT: (PLACE): Germiston


SIGNATURE

SIGNED BY EMPLOYEE ON DATE: 26 July 2024 AT: (PLACE): Germiston


SIGNATURE

Copies to (1) Employee (2) Training Coordinator in the Department and (3) HR Representative (4) PIM Practitioner

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